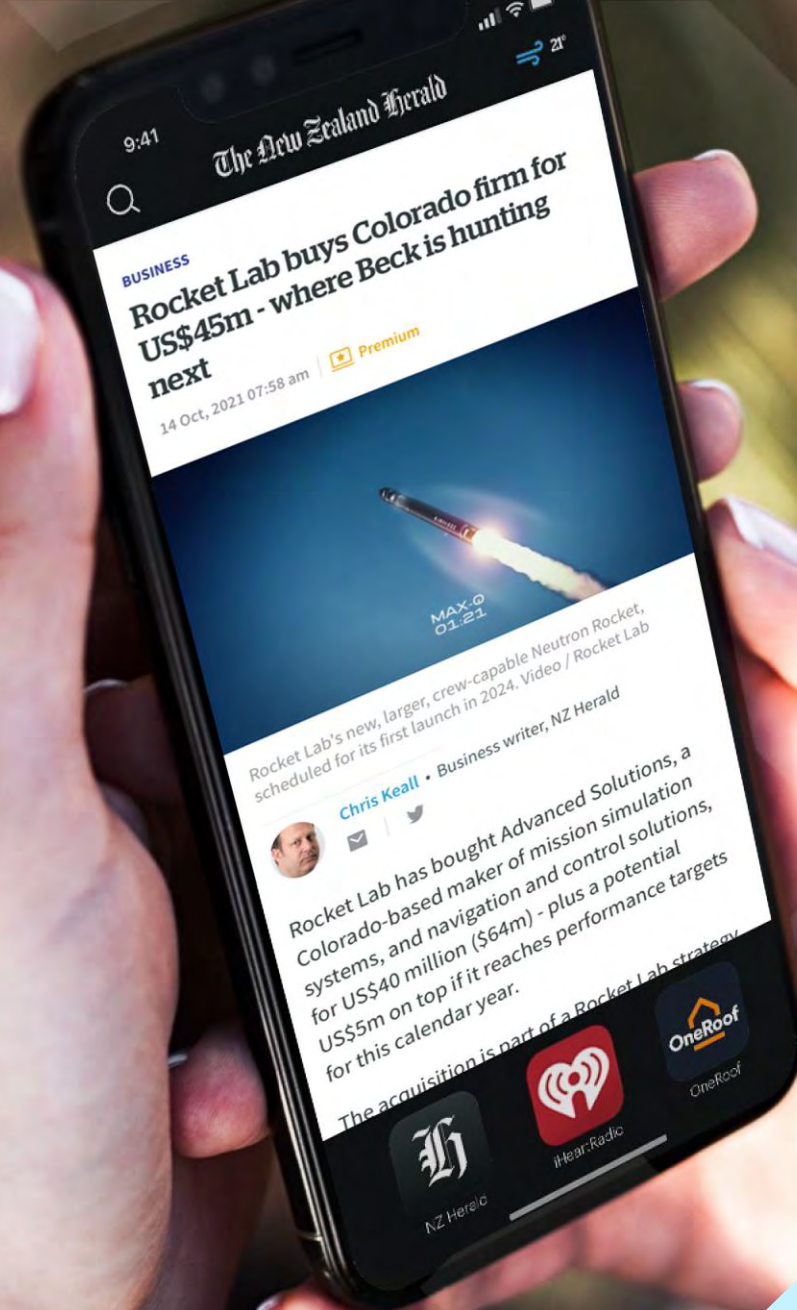


NZ ME.

NEW ZEALAND
MEDIA AND
ENTERTAINMENT

A leading integrated media company

NZME INVESTOR DAY
18 November 2021



Agenda

1.	Chairman's Address	Barbara Chapman, Chairman	10:00am – 10:10am
2.	CEO Overview	Michael Boggs, Chief Executive Officer	10:10am – 10:20am
3.	Performance Overview	David Mackrell, Chief Financial Officer	10:20am – 10:30am
4.	Audio	Jason Winstanley, Chief Radio Officer	10:30am – 10:50am
5.	Publishing	Carolyn Luey, Chief Digital & Publishing Officer Shayne Currie, Managing Editor Matthew Wilson, Chief Operations Officer	10:50am – 11:40pm
6.	OneRoof	Paul Maher, Chief of OneRoof	11:40pm – 12:10pm
7.	Summary / Q&A	All presenters	12:10pm –

1. Chairman's Address

Barbara Chapman
Chairman



Board Members



Barbara Chapman
Independent Chairman



Carol Campbell
Independent Director



David Gibson
Independent Director



Sussan Turner
Independent Director



Guy Horrocks
Independent Director

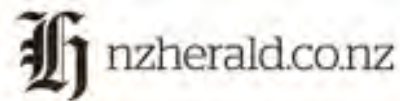
2. CEO Overview

Michael Boggs

Chief Executive Officer



NZME reaches an audience of more than 3.4 million New Zealanders¹



NewstalkZB

NZ's #1 radio station and favourite breakfast talk show²

NEWS

2.8 MILLION PEOPLE ENGAGE WITH OUR NEWS CONTENT¹

SPORTS

OUR SPORTS BRANDS ENGAGE WITH 1.1 MILLION PEOPLE¹

ENTERTAINMENT

IN ENTERTAINMENT WE ENGAGE WITH 2.6 MILLION PEOPLE¹

OneRoof

89% of residential for-sale listings nationwide³

CLASSIFIEDS

WE ENGAGE WITH 648,000 PEOPLE WHO INTEND TO BUY/SELL/BUILD PROPERTY^{1*}









> 88%
of the people
living in the
North Island¹

~ 92%
of the people
living in
Auckland¹

Our national and local presence allows us to offer advertisers broad access to their target markets

~ 74%
of the people
living in South
Island¹

NZME's Digital, Audio and Print brands and platforms are part of New Zealanders daily habits

6am – 9am			9am – 3pm			3pm – 7pm	
Wake up in the morning	The morning workout	Get ready for the day	Travel to work or study	Break from work or study	Working or studying	Travel from work or study	After work activities
Online	Audio	Online	Audio	Print	Online	Audio	Audio
							
When Kiwis wake up, we are checking our phones for the latest news	For those who exercise, online music and podcasts are our chosen media to accompany us	Multi-tasking is important! A quarter manage to fit in checking the news while listening to online music	Radio listening is the favourite for the daily commute with 41% tuning in. Over a quarter are listening to online audio	Lunch breaks are where print is at its most popular	Digital media dominate here	47% of 25-54s will listen to radio on the daily commute. Over a third are listening to podcasts during this time	Whilst out and about, we're multi-tasking and listening to our favourite portable media, 37% will listen to radio

We provide a workplace that fosters innovation, engagement and inclusion



PROMOTING A HEALTHY, DIVERSE AND SAFE WORKPLACE

We will embed a high performing health and safety culture and will regularly report on our performance. We will strive for a collaborative and welcoming place to work.

We will adopt and strengthen policies for the promotion of gender equality and diversity.



CHAMPIONING THE CRAFT

We will ensure we are mentoring the next generation of journalists and broadcasters. We will develop our people to maintain and grow the craft.



EQUIPPING OUR PEOPLE

We will commit to offering our staff relevant and impactful training to create new opportunities for growth and innovation.



Excellence Awardee
HR team of the Year 2021



Top Grad Employer for
Media & Comms Category 2021



Executive Team



Michael Boggs
Chief Executive Officer



Shayne Currie
Managing Editor



Paul Hancox
Chief Revenue Officer



Carolyn Luey
Chief Digital & Publishing
Officer



David Mackrell
Chief Financial Officer



Paul Maher
Chief of OneRoof



Katie Mills
Chief Marketing Officer



Allison Whitney
General Counsel



Matthew Wilson
Chief Operations Officer



Jason Winstanley
Chief Radio Officer

2023 Strategic Priorities were introduced in 2021



New Zealand's
leading audio
company



New Zealand's
Herald



Your complete
property
destination

These strategic principles have guided the delivery across the strategy



1 Customer First

- Keep Kiwis in the know and entertained with up to the minute news and entertainment
- Ensure commercial opportunities deliver outstanding campaign performance with robust post-campaign reporting
- Improve the end-to-end customer experience
- Deliver suite of products that customers value



2 Win with Quality

- Premium, independent journalism
- Trust and engagement focus
- Identify, attract, and retain NZ's best
- Ensure our platforms are best placed to deliver audience experiences and advertiser outcomes



3 Digital Acceleration

- New tools, technology to aid audience engagement across all platforms
- Data capability growth
- Cement iHeartRadio as NZ's leading free audio service
- Grow NZ's leading Podcasting network



4 Audience Expansion

- Scale NZ-wide brand audience
- Diversification – geographically, culturally, demographically
- Place our content where our audiences are, with close links to the community
- Attract new audiences through innovative digital-first formats
- Extend OneRoof listings verticals

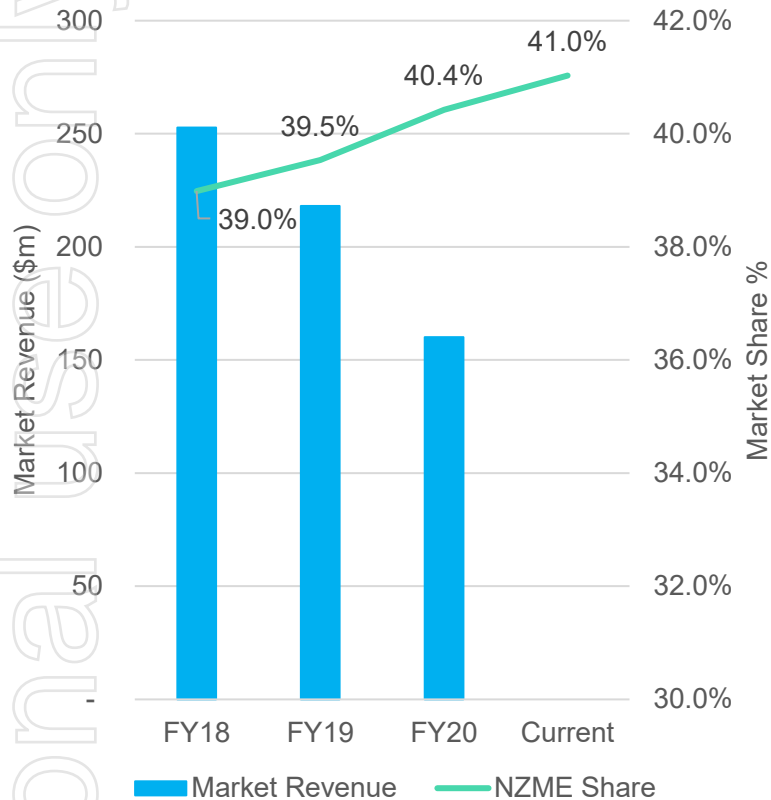


5 Top Performer

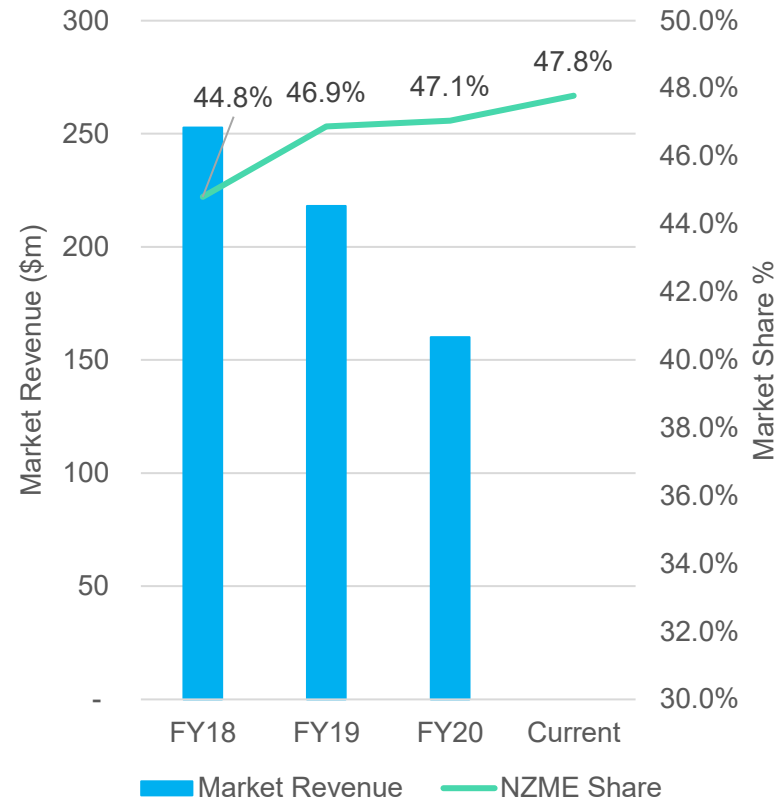
- Deliver leading returns for shareholders
- Accelerate subscriber growth
- Grow share of digital media market
- Simplification

Delivering market share growth across all platforms

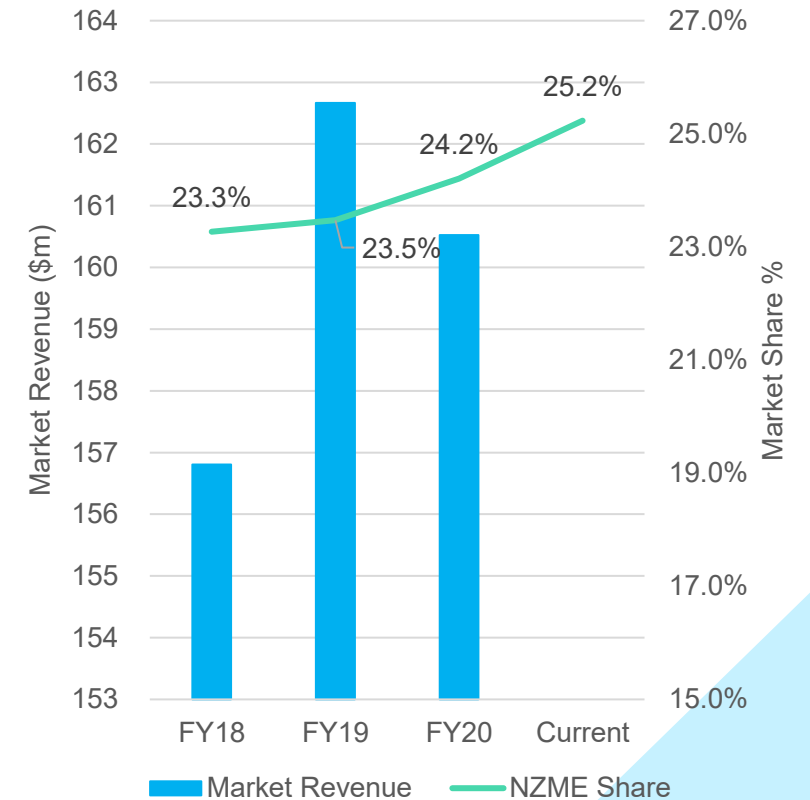
Total Radio Advertising Market Revenue and NZME Share %¹



Total Print Advertising Market Revenue and NZME Share %²



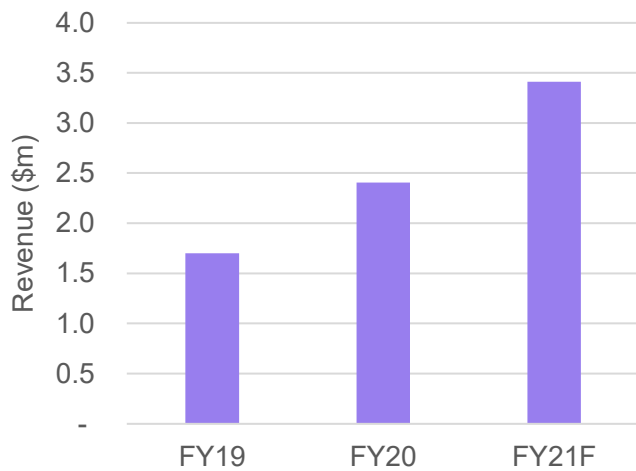
Digital Display Advertising Market Revenue and NZME Share %³



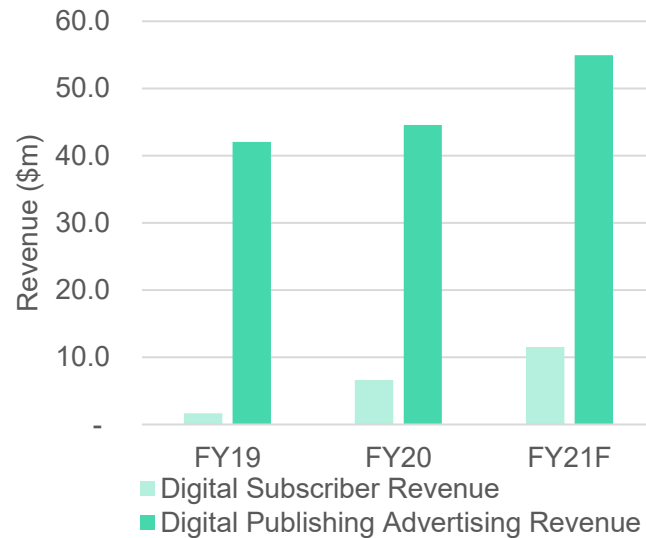
NZME's digital media strategy is delivering revenue growth across all strategic pillars



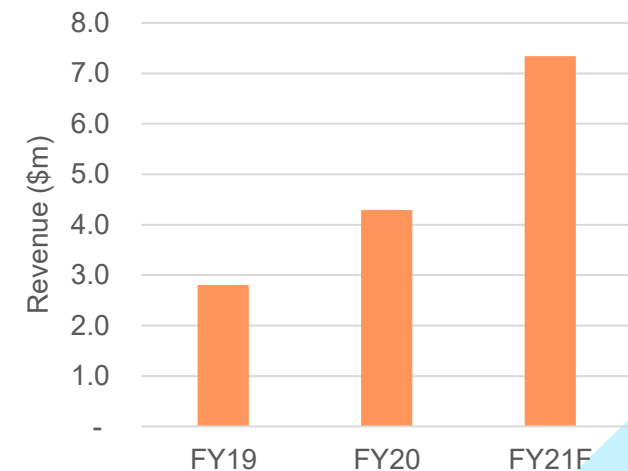
Digital Audio Revenue



Digital Publishing Revenue

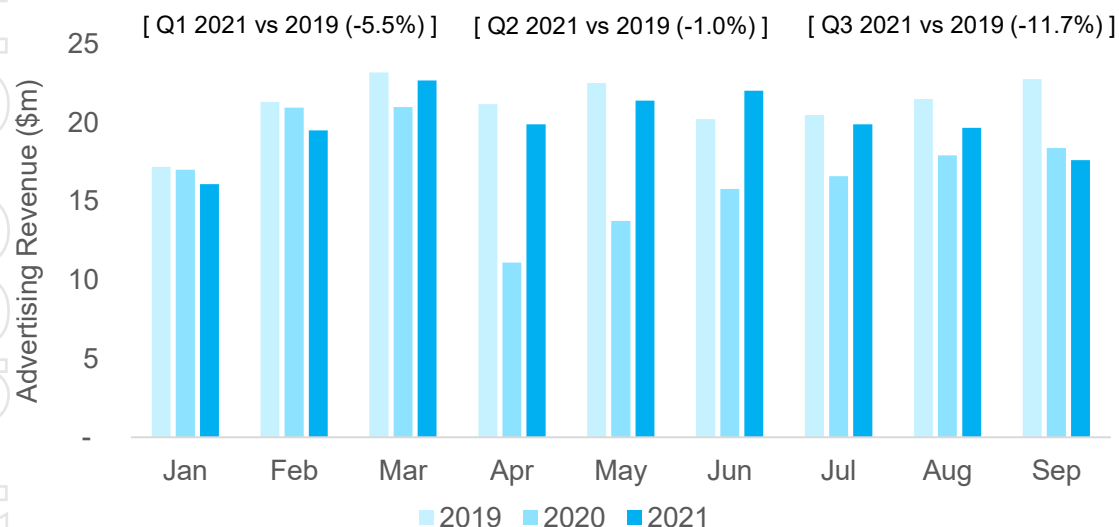


Digital OneRoof Revenue



Advertising Revenue had recovered to 2019 levels prior to Q3 2021 lockdowns

NZME Total Advertising Revenue Q1-Q3 2019-2021



- Advertising revenue for H1 2021 was 3.2% lower than the first half of 2019. However, for the month of June, revenue was higher than June 2019
- The 3rd quarter was tracking well until NZ moved into a level 4 lockdown on 17 August 2021 resulting in the quarter being lower than 2019 but 7% higher than 2020
- Advertising revenues for Q4 2021 have been less impacted by the lockdowns and are expected to be close to last year's levels

Advertising Revenue	% change (Q1-Q3 2020)	% change (Q1-Q3 2019)
Audio	15.5%	(6.3%)
Publishing	17.9%	(8.1%)
OneRoof	21.5%	(3.1%)

Outlook Update

- Despite the restricted operating environment, 4th Quarter revenues have been encouraging
- Real Estate markets have shown signs of a positive recovery over recent weeks
- Our audiences have been at record levels particularly on our digital platforms nzherald.co.nz and iHeartRadio as we Keep kiwis in the Know
- NZME has been adapting to the economic and operating environment as the Covid-19 restrictions have continued. NZME continues to expect to deliver EBITDA¹ in the range of \$63m to \$67m for the full year 2021 (2020 EBITDA¹ of \$67.3m)
- We are engaging with Google and Facebook with regards to them accessing and supporting editorial content

3. Performance Overview

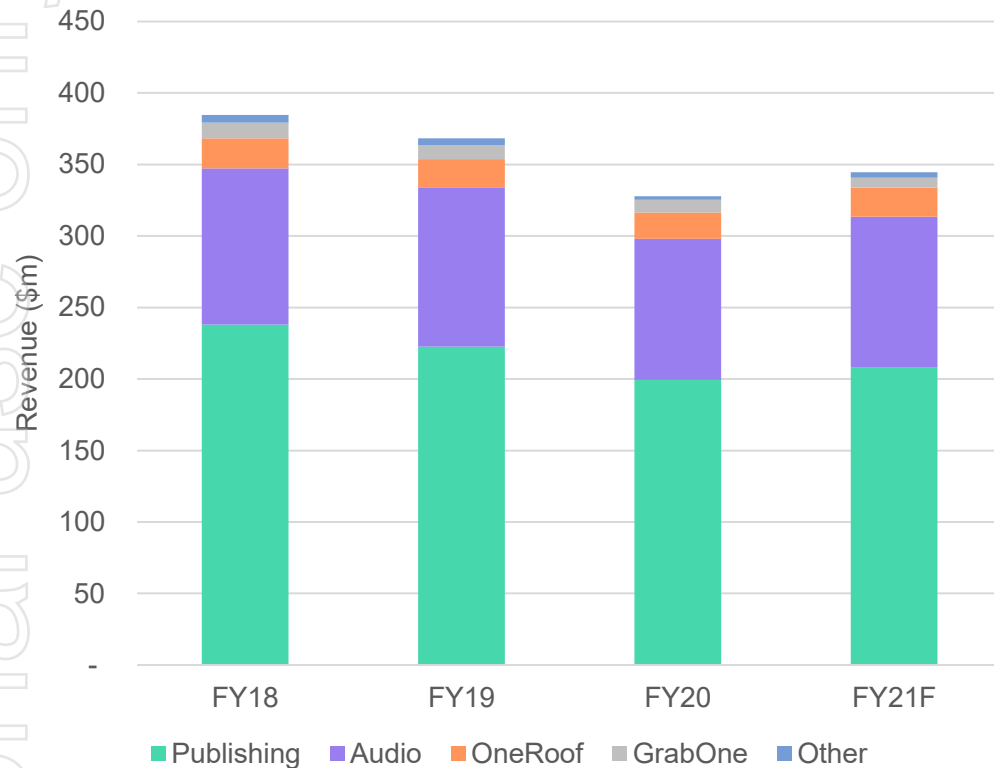
David Mackrell

Chief Financial Officer

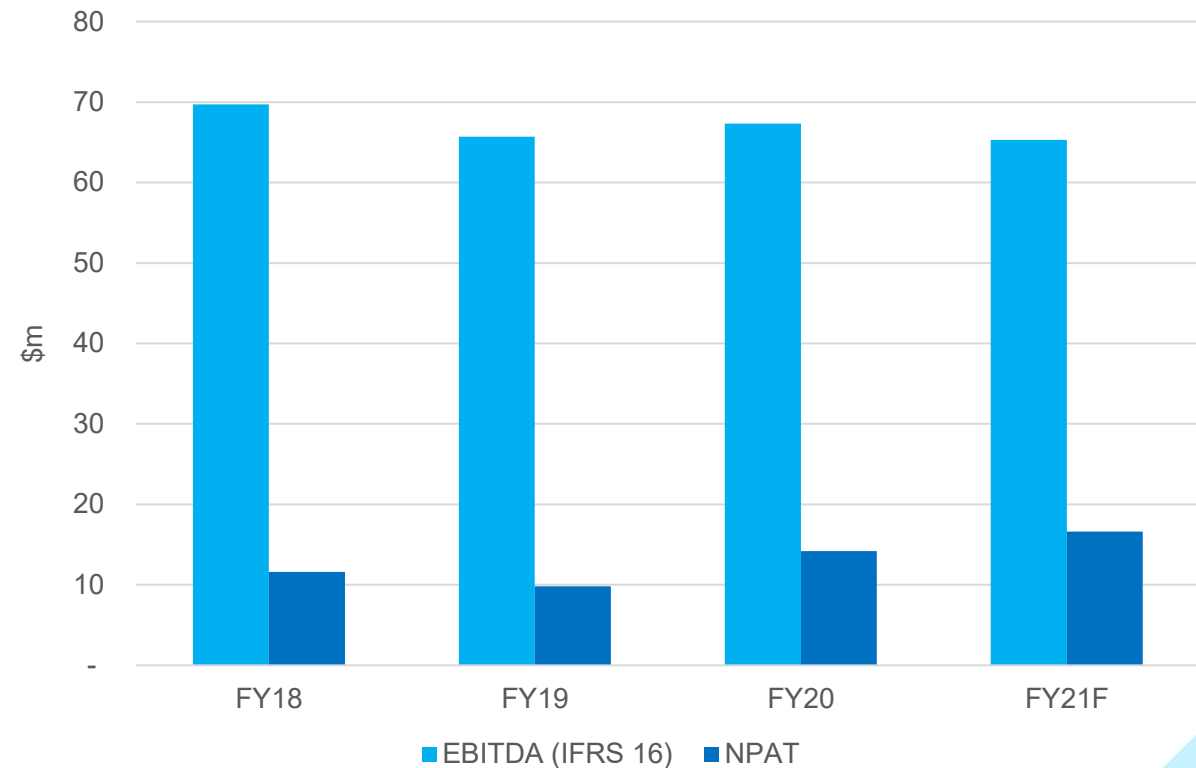


Earnings stable despite Covid impacts

Revenue¹



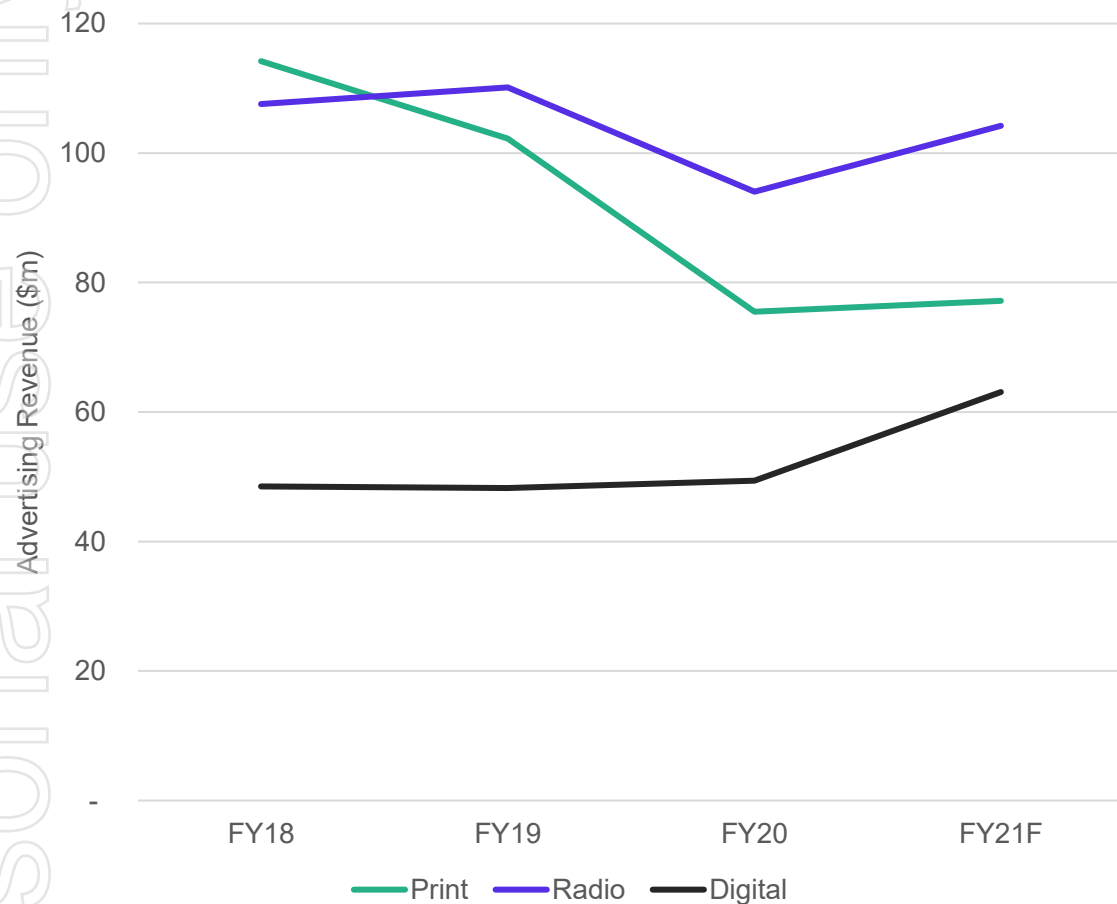
Performance^{1 2 3 4}



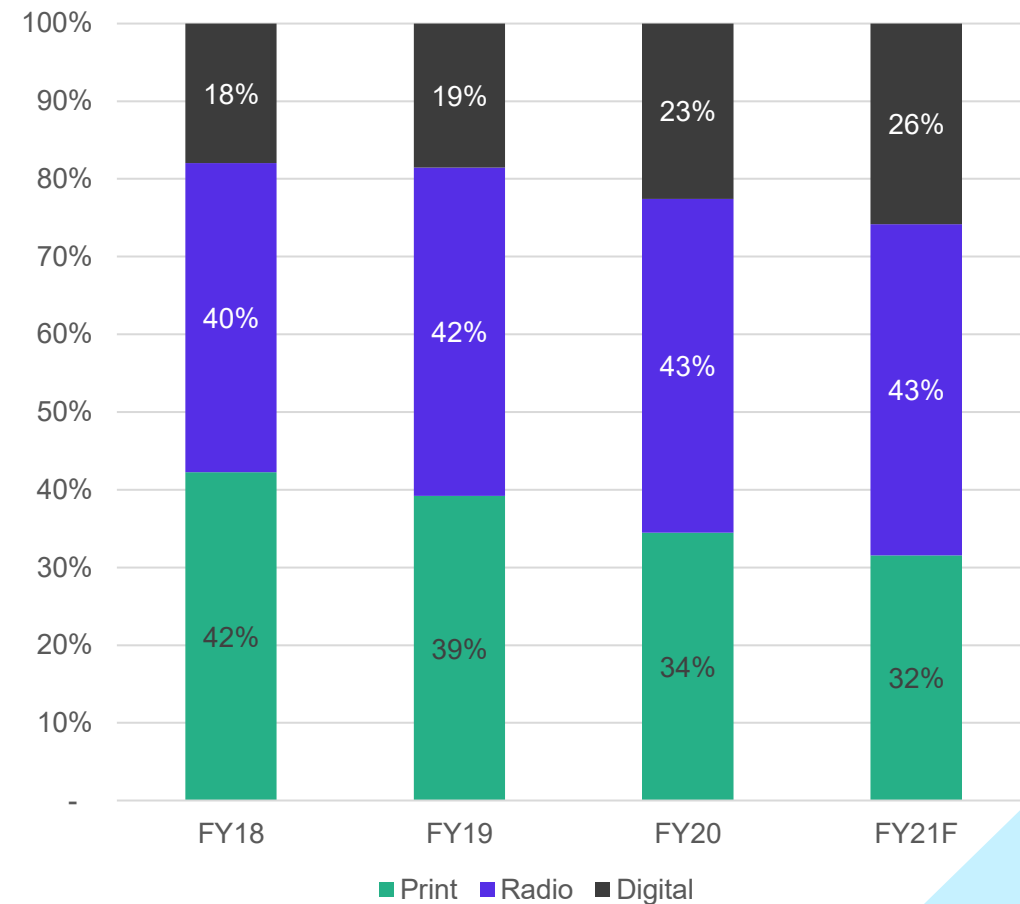
Strong growth in Digital Advertising Revenue

Radio Advertising showing recovery from 2020 Covid impact while Print advertising has been flat

Advertising Revenue by Channel



Advertising Revenue Channel Split



FY21F Divisional Performance

\$m	Audio	Publishing	OneRoof	GrabOne	Other	Total
Reader Revenue						
Print	-	70	-	-	-	70
Digital	-	12	-	-	-	12
Total Reader Revenue	-	82	-	-	-	82
Advertising Revenue						
Radio	101	-	-	-	-	101
Print	-	64	13	-	-	77
Digital	3	55	7	-	1	67
Total Advertising Revenue	104	119	20	-	1	244
Other Revenue	1	8	0	7	3	20
Total Revenue	105	209	20	7	4	346
People and Contributors	52	77	6	2	4	142
Print & Distribution	-	45	7	-	-	51
Agency Commission & Marketing	18	20	4	1	0	44
Other	16	21	2	0	5	44
Total Costs	86	162	19	4	8	280
Operating EBITDA¹	19	47	1	3	(5)	65
IFRS16 Adjustments	7	8	1	0	0	16
EBITDA (pre IFRS16)²	12	39	0	3	(5)	49
<i>EBITDA (pre IFRS16)² Margin %</i>	11%	18%	2%	N/A	N/A	14%

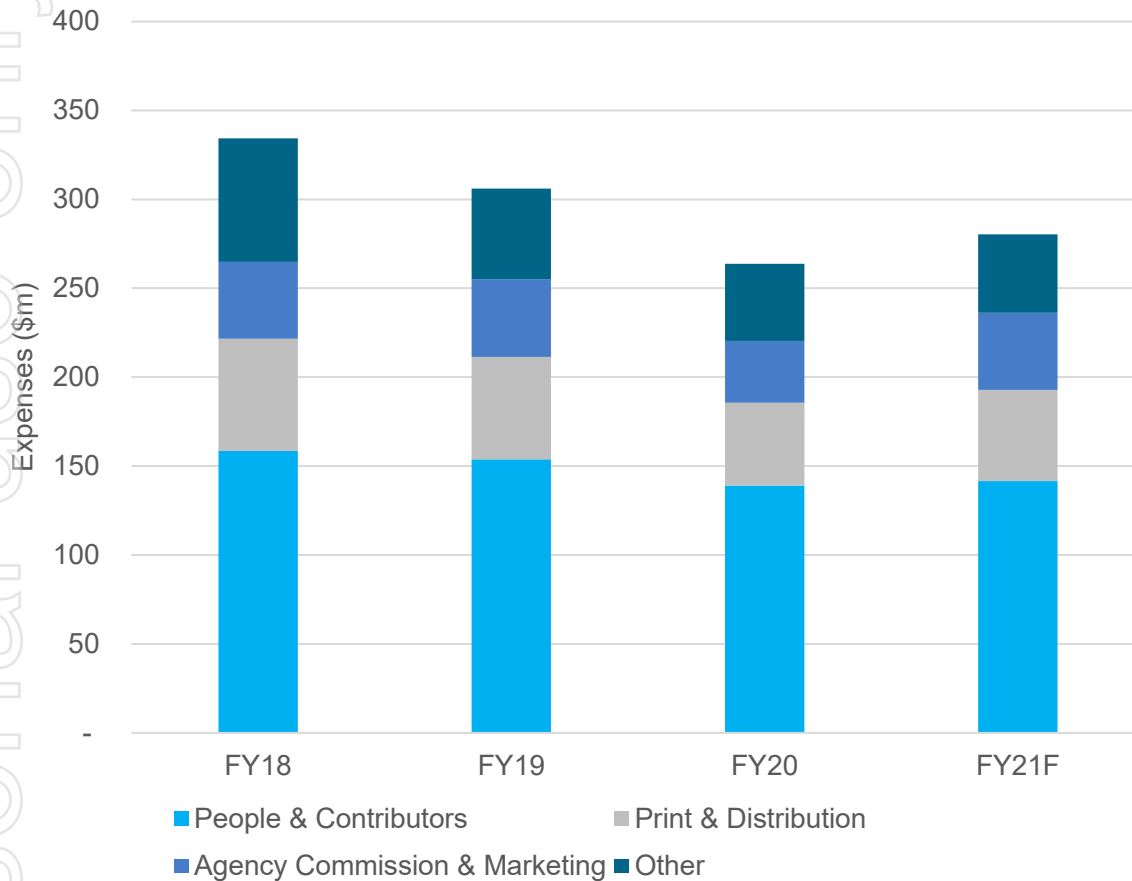
Forecast is based on midpoint of guidance range included in the outlook statement.

Cost pools that relate to multiple divisions have been allocated based on revenue, geography and headcount.

19 NOTE: ¹Operating EBITDA is a non-GAAP measure which includes the impact of IFRS16 and excludes exceptional items (redundancy costs, one-off projects and other exceptional items) to allow for a like-for-like comparison between 2019, 2020 and 2021 financial years. Please refer to the NZME Results Presentations on NZX and ASX for a full explanation. ²EBITDA is a non-GAAP measure equivalent to Operating EBITDA but excluding the impact of IFRS16.

Permanent Cost Base reduction maintained

Total Operating Expenses



- Permanent costs reductions implemented in 2020 maintained in 2021
- 2021 cost base higher due to increased activity versus 2020 and lower temporary savings

Cost savings implemented in 2020 vs. FY19:

\$m	FY20	FY21 and beyond
Temporary / Activity Related Savings	30	-
Permanent Savings	16	20
Total Savings	46	20

Impact of GrabOne Sale

	\$m
<u>Gain on Sale</u>	
Sale Price	17.5
Book Value of Assets	(1.1)
<u>Sale Costs</u>	<u>(0.5)</u>
<u>Gain on Sale</u>	<u>15.9</u>
<u>Cash Flow</u>	
Sale Price	17.5
Merchant Liabilities to be settled	(3.9)
<u>Sale Costs</u>	<u>(0.5)</u>
<u>Net Cash inflow</u>	<u>13.1</u>

- GrabOne sale which was announced in August 2021 and completed on 29 October 2021 as planned
- The business and assets were sold for \$17.5m which, after settling merchant liabilities and sale costs, resulting in a net cash inflow of \$13.1m
- GrabOne has contributed ~\$3m to EBITDA each year

Automotive remains an opportunity

DRIVEN has a similar number of dealer listings to Trademe, but with its private listings and larger audience, Trademe has a strong market position.

119K

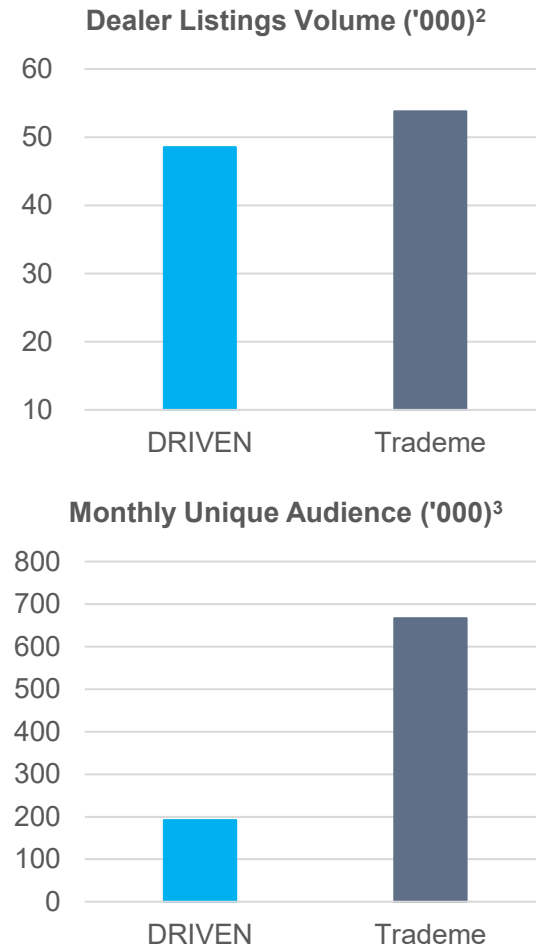
New vehicles
registered per year

1.3 Million

change of ownership
transactions per year

3.85 Million

Light vehicles in
the NZ fleet



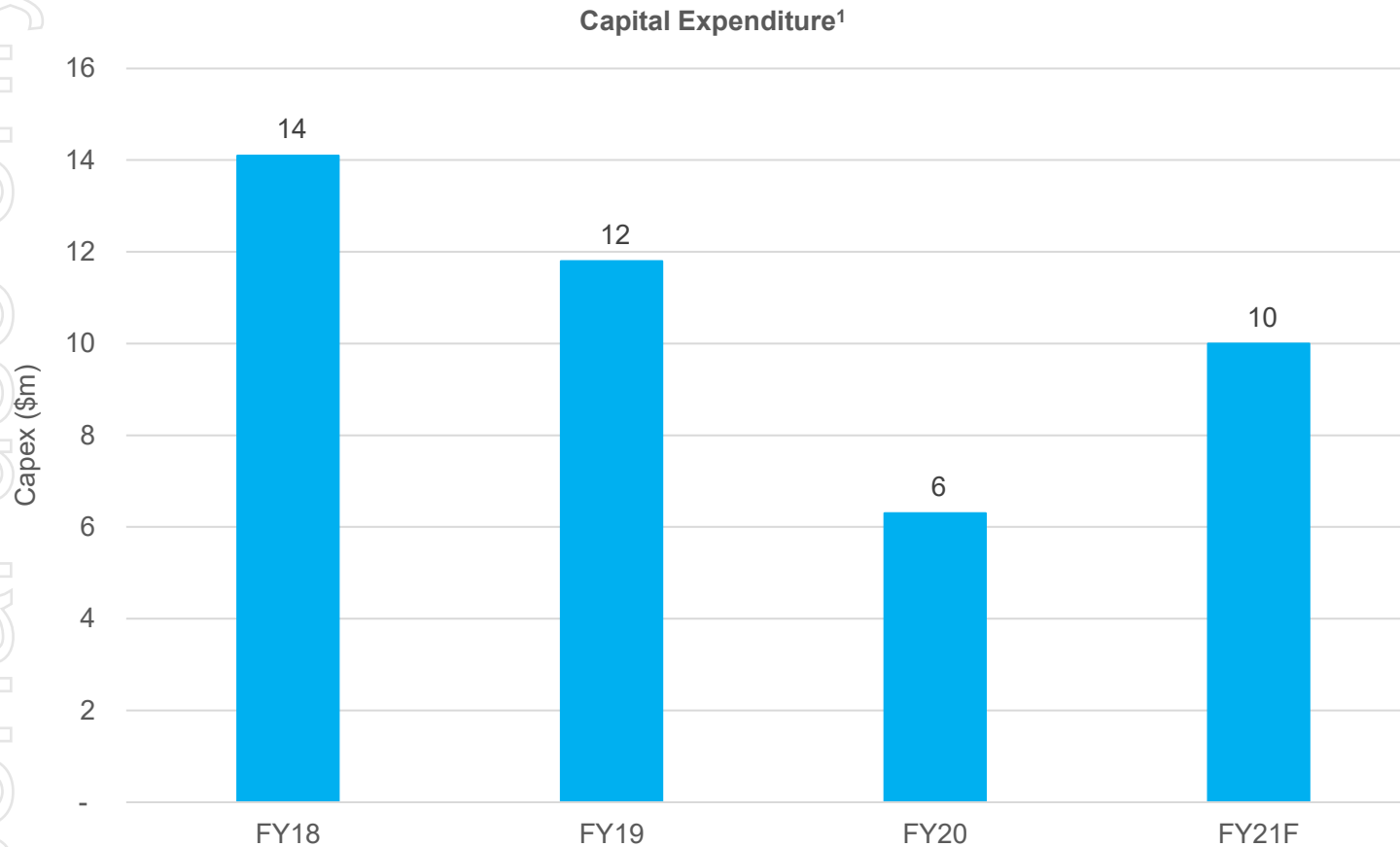
~\$30m
Trademe
Dealer revenue¹

~\$1m
DRIVEN
revenue FY 21F

Given the size of the NZ Market and the strong position that Trademe has in the Automotive Classifieds market, NZME is reviewing new models based on international experience.

No significant investment expected until future models are evaluated in 2022.

Capital Expenditure expected to be \$10-12m per year

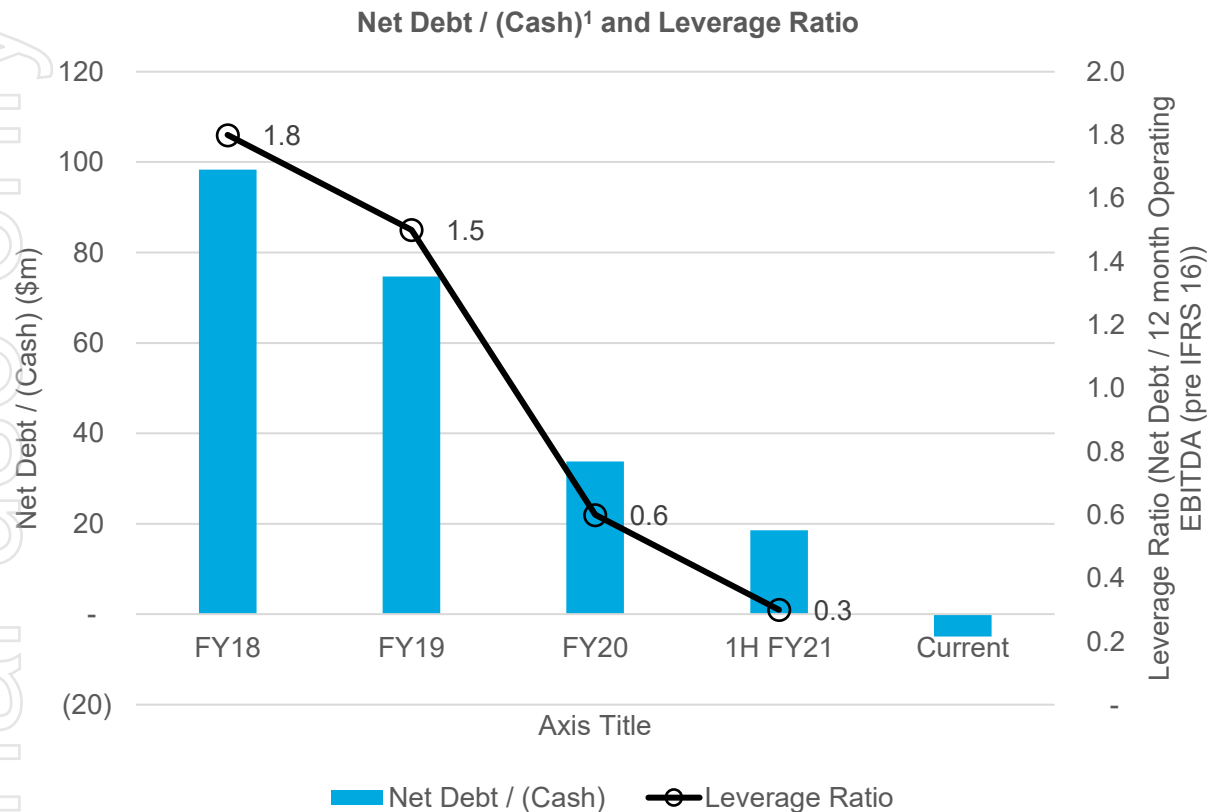


- Capital Expenditure in 2021 expected to be ~\$10m
- Recent interpretation of accounting standards in regard to costs relating to the implementation of Software as a service (SaaS) solutions may result in previously capitalised costs being expensed in the future

EBITDA margin growth targeted across each division as part of FY23 Strategy

	FY21F EBITDA ¹ Margin	FY23 EBITDA ¹ Margin Target
Audio	11%	15% – 17%
Publishing	18%	19% – 20%
OneRoof	2%	15% – 25%

Net Debt fully repaid



- Net Debt of \$100m fully repaid in the last 3 years
- GrabOne sale has resulted in net cash position at the end of October 2021
- Target Leverage ratio remains 0.5 to 1.0 times rolling 12 month EBITDA² (pre IFRS16)

Dividend and Capital Return

Dividend Policy

"NZME intends to pay dividends of 30-50% of Free Cash Flow subject to being within its target leverage ratio and having regard to NZME's capital requirements, operating performance and financial position."

Dividend Calculation Example based on Midpoint of Guidance

	\$m
EBITDA (inc IFRS 16)¹	65
Depreciation and Amortisation	(18)
Interest on loans	(1)
Interest and Depreciation on Leases	(16)
Non-Recurring	(2)
Tax	(8)
NPAT	20
Add Depreciation	18
less Capital Expenditure	(11)
Working Capital Movement	0
Free Cash Flow	27
Dividend example	
30-50% of Free Cash Flow	\$8m to \$14m
Cents per Share	4 to 7 cents per share

- Interim dividend of 3 cents per share declared in August 2021 signalled the intention to return to regular Dividend payments
- Given the trajectory of net debt, this has resulted in a leverage position well below the target leverage range
- The Board was in a position to announce a capital return to shareholders in August 2021 but paused due to the uncertainty of Covid related restrictions
- With a clearer business outlook, combined with the completion of the sale of GrabOne, the Board intends to undertake an on-market share buy-back of up to \$30m to commence in early 2022
- Details and the required disclosure statement will be provided to shareholders before the end of the year

3.

Audio

3.

Audio

Jason Winstanley
Chief Radio Officer

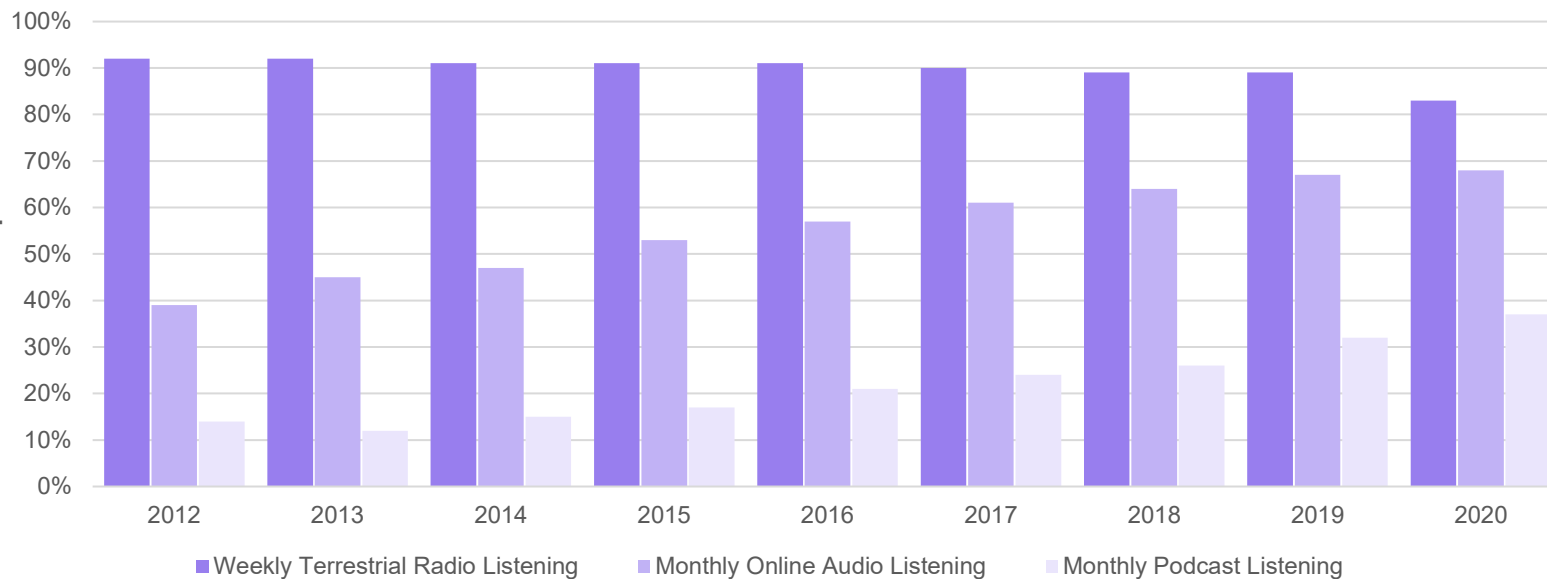


Scorecard

Metric	FY 2020 Achievement	H1 2021	2023 Target
NZME share of total audience	35.6% ¹	34.4% ¹	> 1% share point growth per annum
Radio Revenue Share	40.4% ²	40.9% ^{2*}	> 1% share point growth per annum
Digital audio revenue as a % of total audio revenue	2.4%	3.2%	5%
EBITDA³ Margin Target (pre NZ IFRS16)	14%	10%	15 – 17%

Broadcast radio globally remains high with Digital audio growing the total audio eco-system

Audio listening – US¹
% listened to in the last month digital / week terrestrial

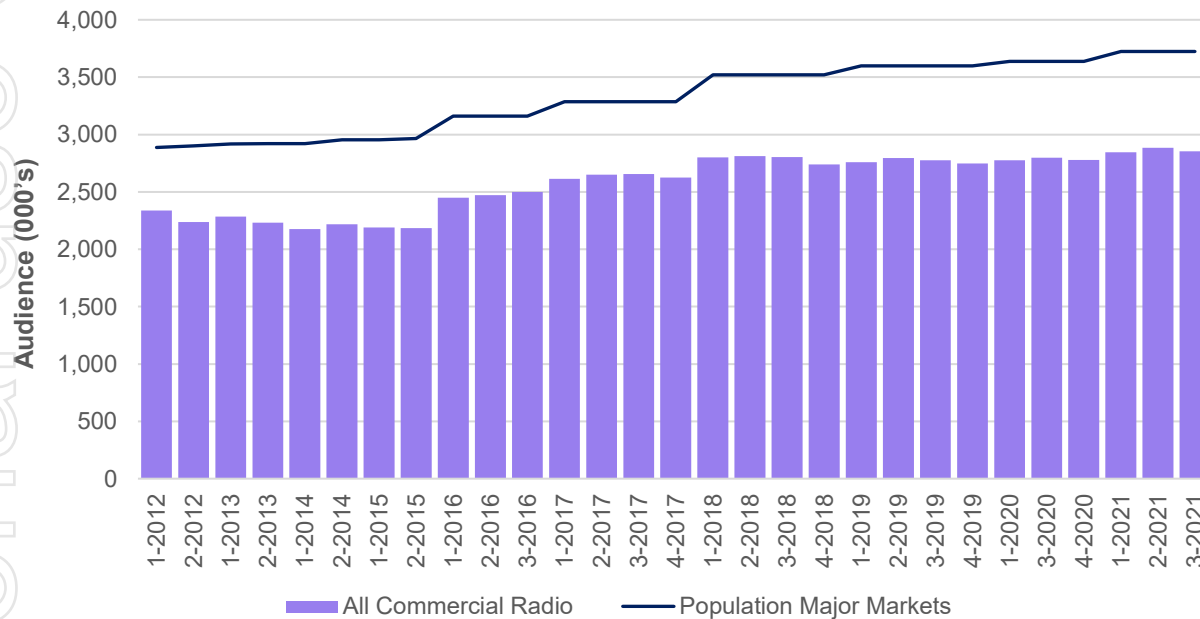


- The audience for broadcast radio remains the highest, with 83% of Americans aged 12+ listening to terrestrial radio weekly in 2020
- Digital audio listening is growing, and podcasting is accelerating, presenting a larger total audio eco-system

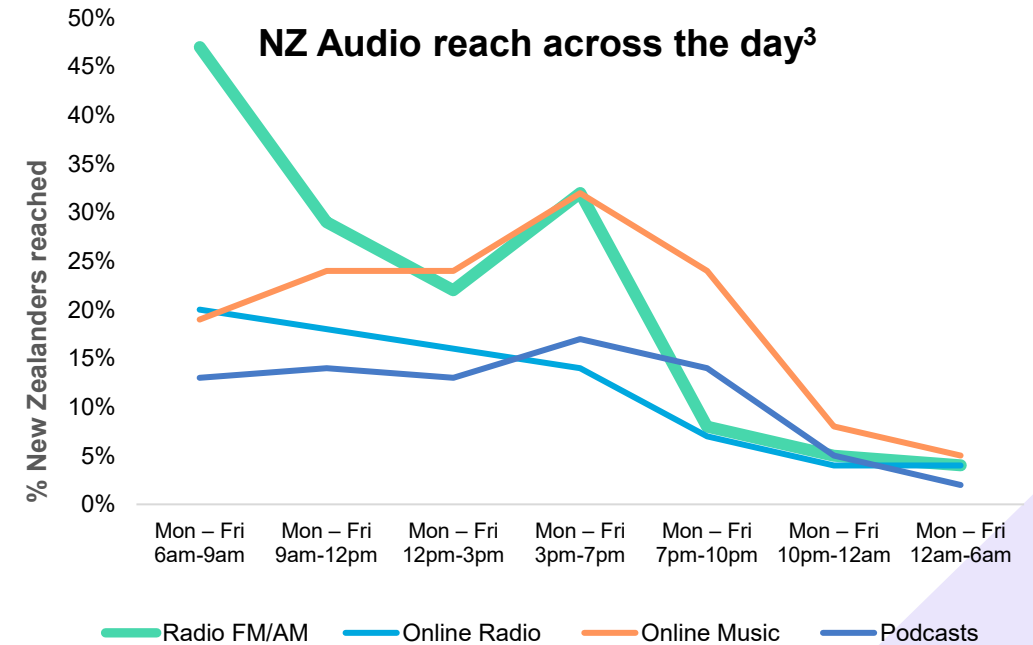
Broadcast radio is the primary audio platform in NZ

Broadcast radio is consistent, reaching over 3.7 million New Zealanders each week¹ and remains the primary platform from 6am to 7pm weekdays, reaching over twice as many people as any other audio channel at breakfast

Cumulative Audience - NZ Major Markets only (000's)²



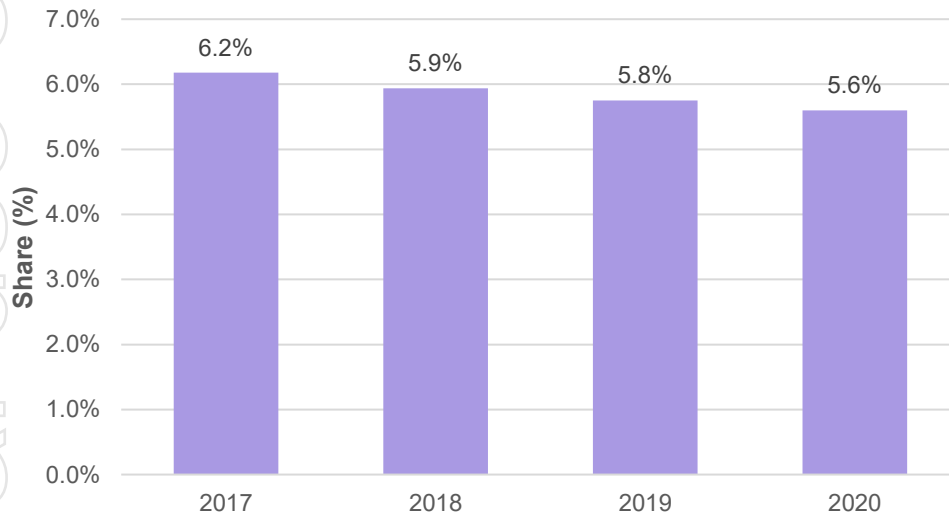
NZ Audio reach across the day³



SOURCE: 1. GfK, RAM, Total NZ, S3 2021, Mon-Sun 12mn-12mn, Cumulative Audience 000s, AP10+. 2. GfK, RAM, Commercial Radio, S1/2017-S3/2021, Major Markets, M-S 12mn-12mn, Cumulative Audience (000s), AP10+. *Radios 2012-2016 (NZ Major Markets include Auckland, Wellington, Christchurch, Northland, Waikato, Tauranga, Rotorua, Hawke's Bay, Taranaki, Manawatu, Nelson, Dunedin and Southland.) Total NZ Audience has only been surveyed since 2017 therefore regional (i.e. non major market) audience is excluded from this chart). 3. NZME Media Engagement Study 'How we're engaging' May 17th - 28th May 2021 n=1000 nationally representative New Zealanders.

Globally radio's share of advertising has remained relatively stable – podcasting is a growth opportunity

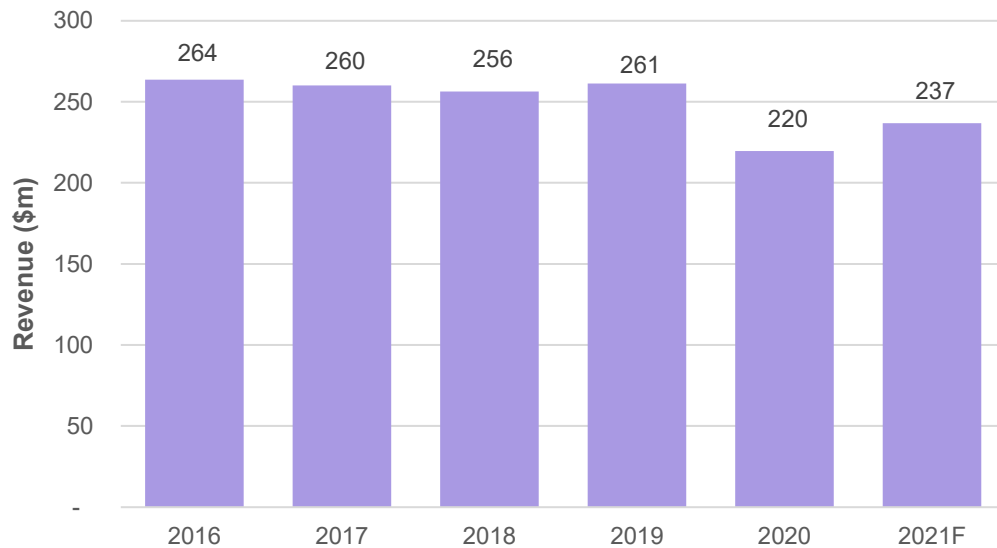
Radio Share of Advertising Revenue – Global¹



- In the US, terrestrial radio revenue remains the major driver in Audio revenues – share of total advertising revenue market forecast stable at 5.5% in 2021¹
- The US podcast industry is forecast to reach US\$1 billion in annual advertising revenue in 2021 and is projected to double to US\$2 billion by 2023²

NZ radio market temporarily impacted by Covid-19

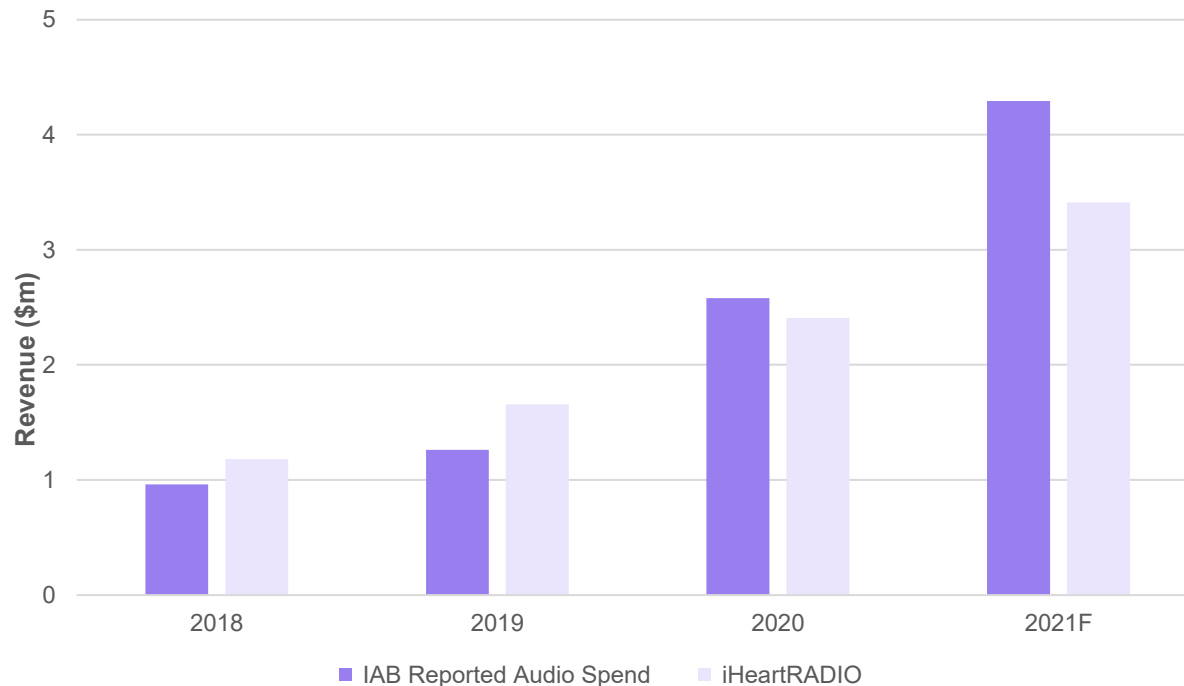
NZ Radio Advertising Market Revenue¹



- New Zealand's Radio Advertising market has been impacted by Covid-19
- 2021 is forecast to be up 8% on 2020 even though an expected recovery was impacted by further lockdowns from August 2021
- In New Zealand, Radio advertising revenue is higher at 10% of total New Zealand advertising spend demonstrating its powerful reach and localised integration

NZ Digital Radio Revenue continues to grow

NZ Digital Radio Market Revenue¹



- iHeartRadio represents the majority of New Zealand's digital radio revenue as estimated and reported by IAB
- iHeartRadio attracts the largest radio streaming audience in the country

NZME. NEW ZEALAND
MEDIA AND
ENTERTAINMENT

New Zealand's leading
audio company



New Zealand's leading audio company

There are three pillars to the Audio Strategy:



Create New Zealand's
best local audio content



Grow broadcast and
digital reach



Grow market revenue
share and digital
revenue

New Zealand's leading audio company

There are three pillars to the Audio Strategy:



Create New Zealand's
best local audio content



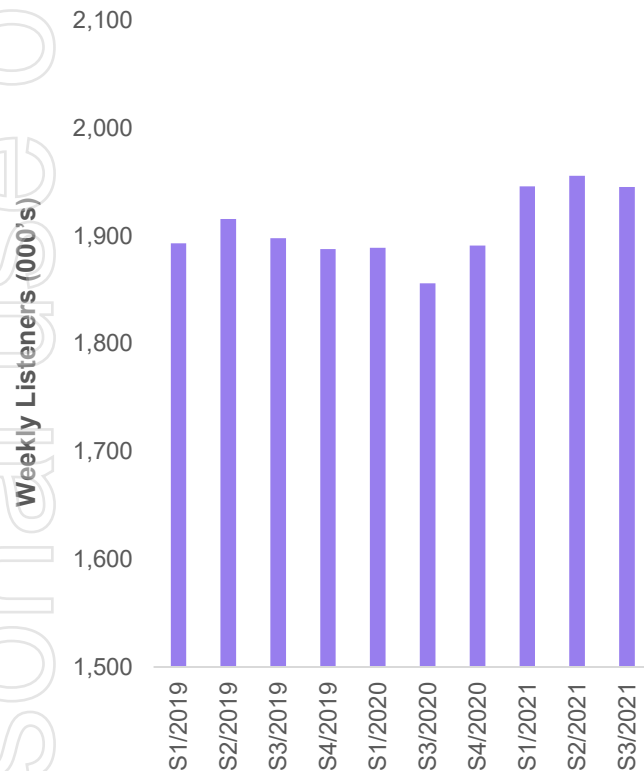
Grow broadcast and
digital reach



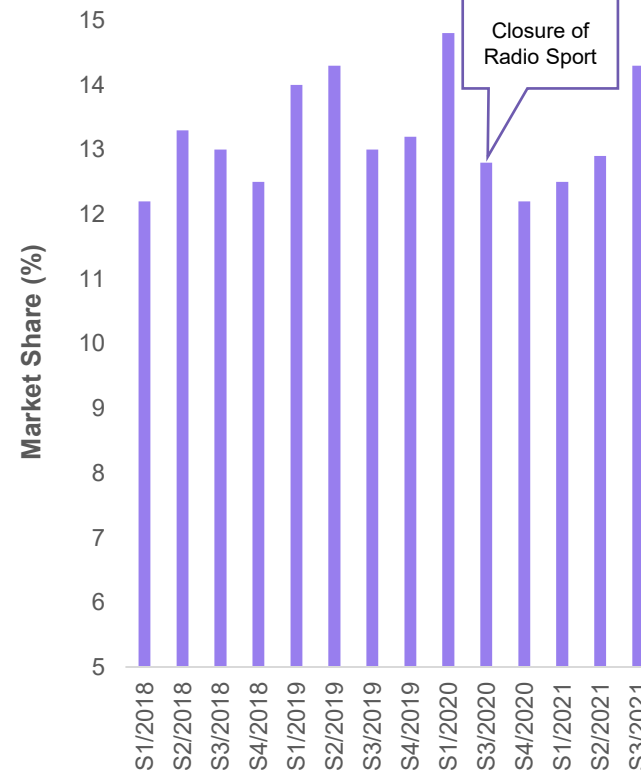
Grow market revenue
share and digital
revenue

NZME radio audience is stable with strong growth in talk radio

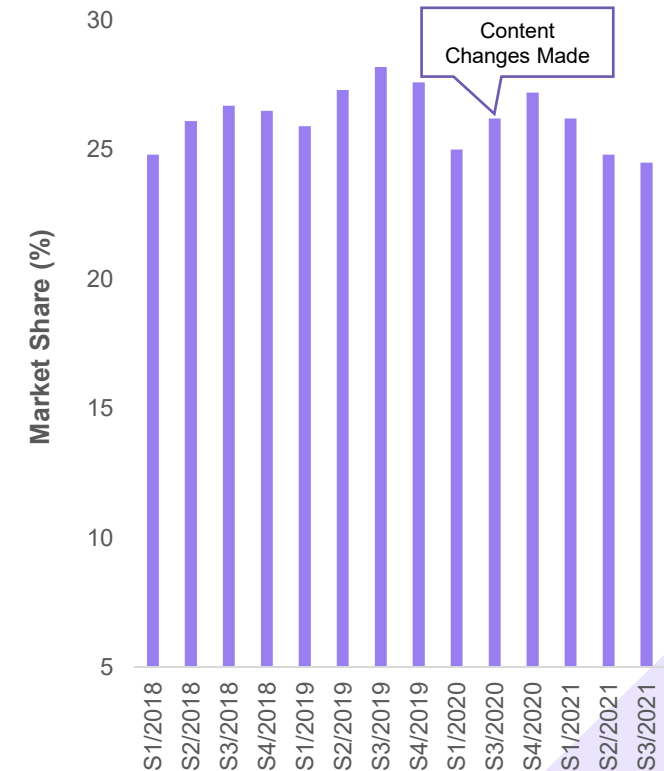
NZME Radio weekly listeners¹



NZME Talk Radio – Major Markets All 10+ Share²



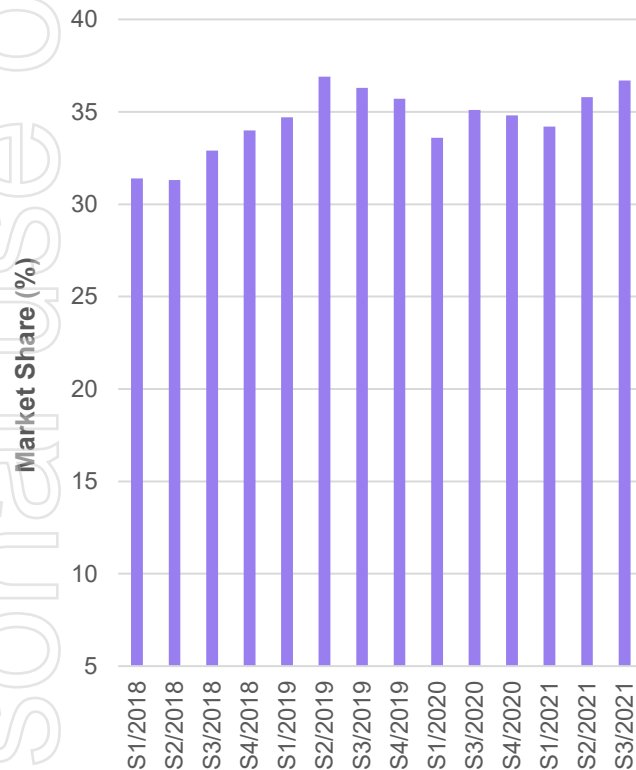
NZME Music Radio – Major Markets 25-54 Share³



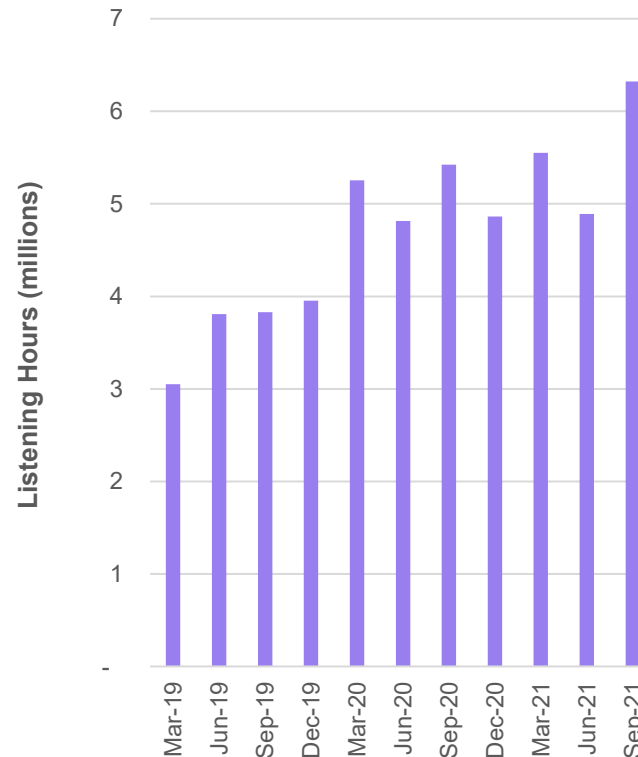
NZME Breakfast Audience and iHeartRadio Digital Listening Hours Growth

NZME 25-54 audience share has increased in the important Breakfast daypart¹

**NZME Radio – Major Markets
25-54 Breakfast Share¹**

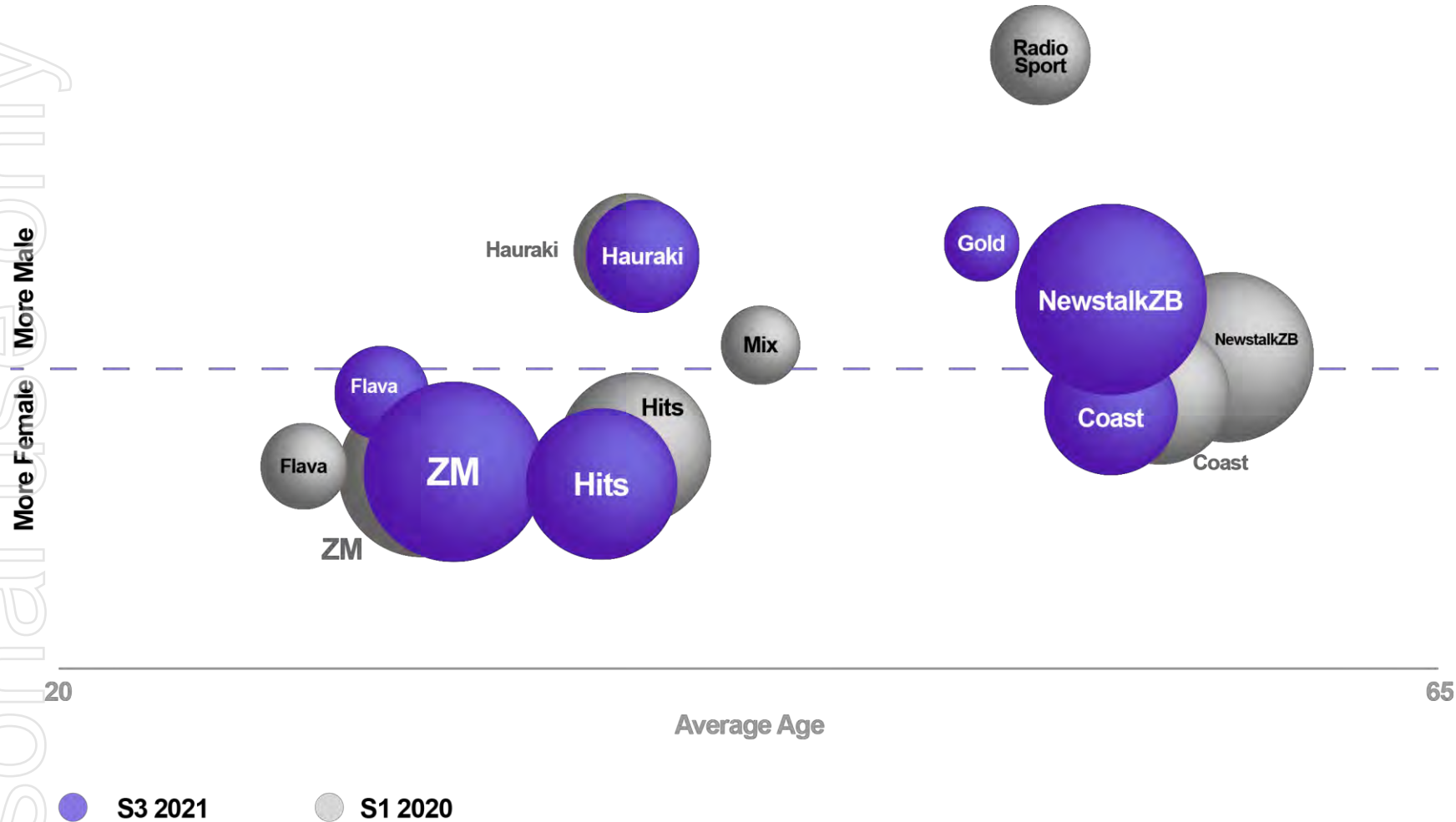


**iHeartRadio Monthly Total
Listening Hours (TLH)²**



- Breakfast show audiences have grown for the 25-54 demographic across 7 of the 9 radio brands³
- ZM is New Zealand's #1 25-54 breakfast show⁴
- Newstalk ZB is New Zealand's #2 25-54 breakfast show⁴
- iHeartRadio TLH up 17% YoY in September 2021²

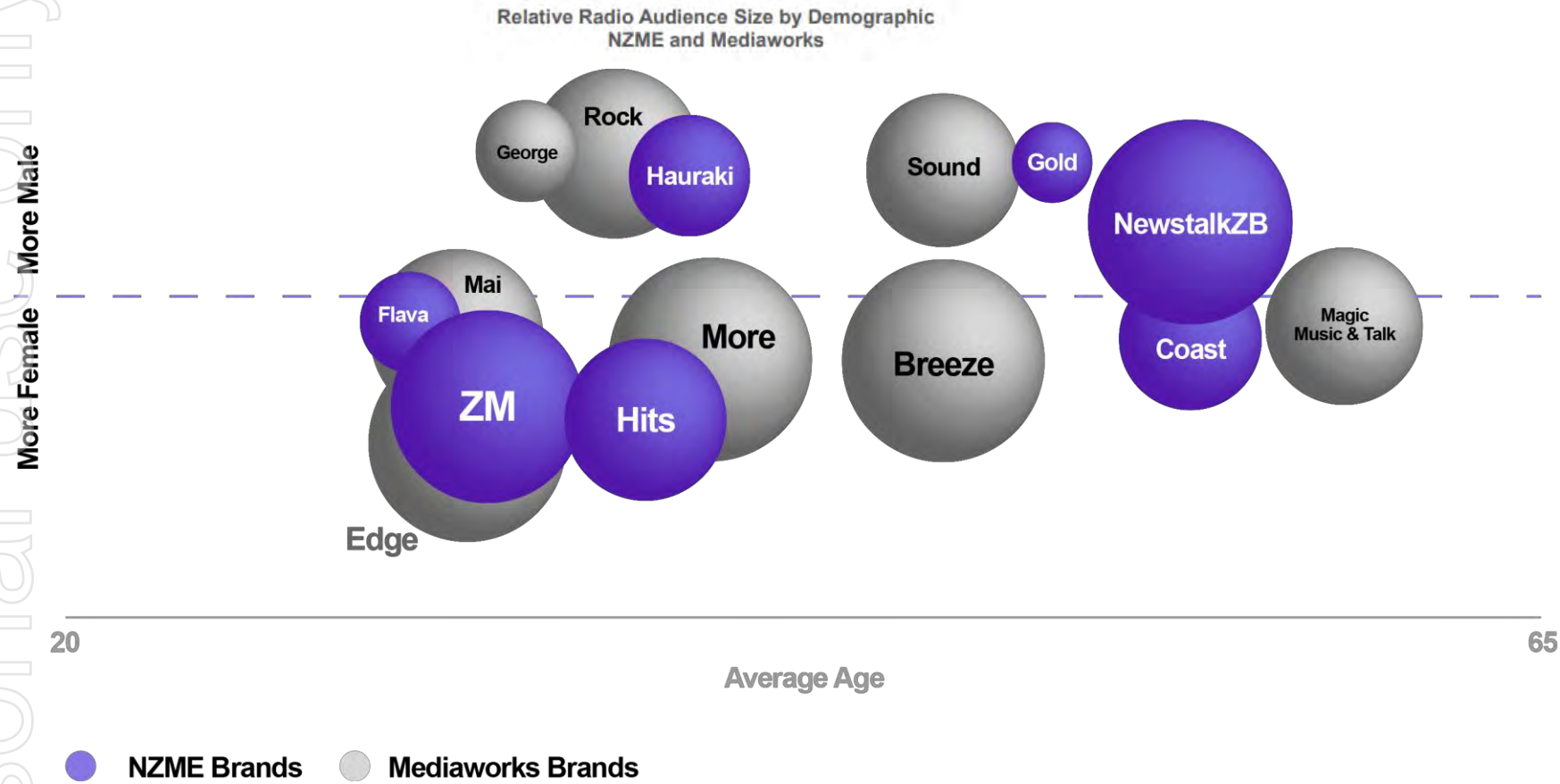
NZME's content strategy has achieved positive audience shifts to date



The content changes made in 2020 are focused on closing the gaps in the 25-54 demographic:

- Strong growth for Newstalk ZB and ZM
- Positive change to Coast audience profile
- New Flava format a success

Our focus remains on driving audience growth in the key 25-54 demographic



NZ's leading local content



- Brand portfolio covering all core demographics
- iHeartRadio is NZ's leading, advertising-funded single source audio application
- Three dedicated digital native brands delivering content across Podcasts, Youth and Sports Entertainment

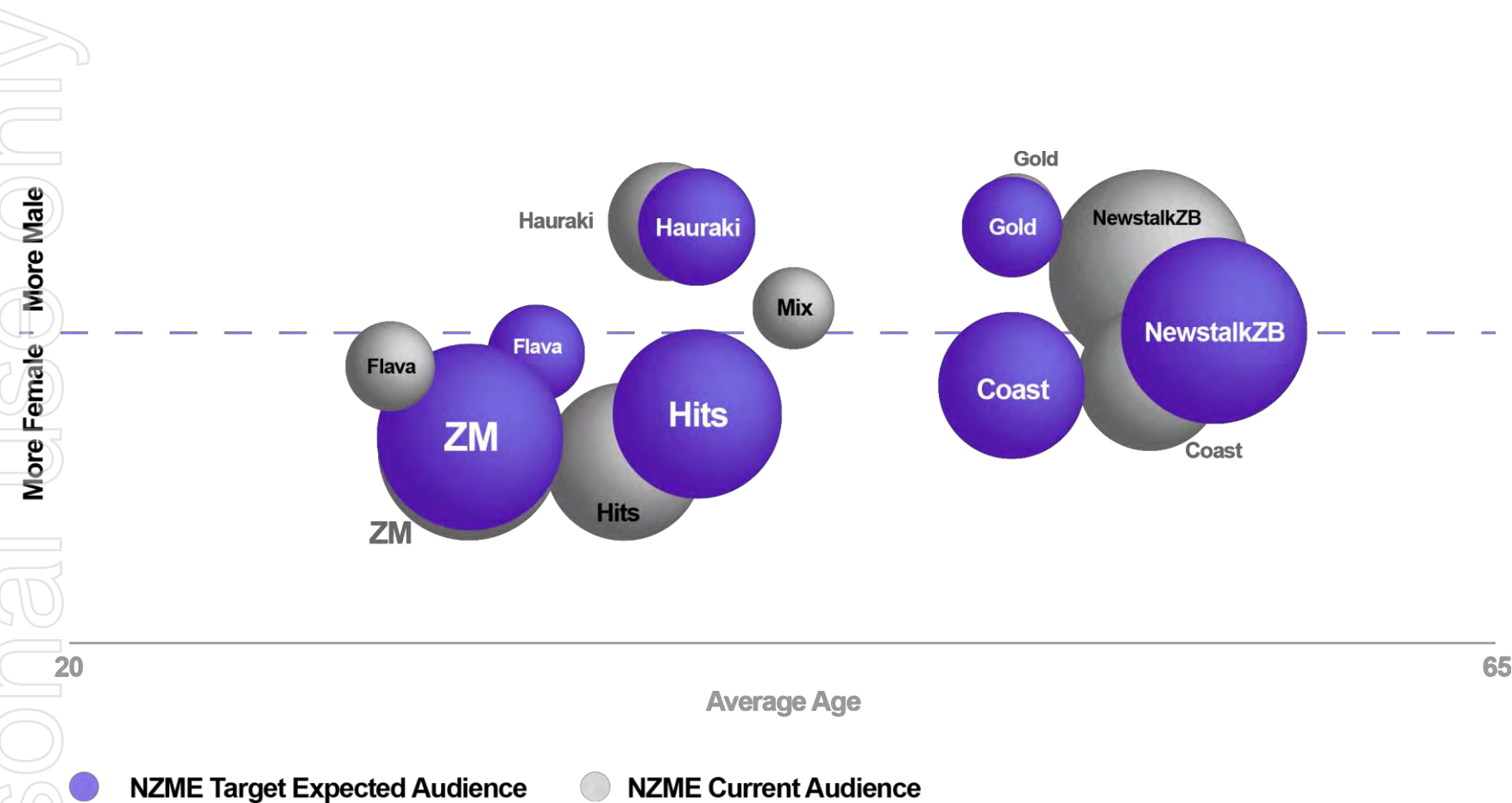
NZ's best multi-media broadcasters



- Show hosts are at the heart of our audio business and NZME will continue to identify, attract and retain the best talent
- Comprehensive market host study completed in August 2021 which highlighted NZME's strength
- 2020 saw significant change, 2021 and beyond is focussed on consistency
- New local shows launched in Christchurch, Wellington, Manawatu and Taranaki
- Development shows implemented across all brands with a focus on future talent

 **NEW TO NZME**

Closing the gap further is the focus through to 2023



Continued growth in 25-54 driven from improvements already seen at Breakfast

NZME is NZ's leading local podcaster

NZME Audio on Demand Content



NZME's podcast stable represents the best of NZME's radio shows and exclusive special features packaged as Audio-on-Demand episodes for catch-up listening.

NZME Podcast Content – Originals and Bespoke



NZME Originals are unique content, comprising both digital-only offerings and multi-platform content. 'The Leighton Smith Podcast' is the fourth largest in NZ, a successful transition from a broadcast radio show into an original format podcast series. Inside Celebrity Treasure Island is a partnership with ZM and national TV broadcaster TVNZ.

NZ Herald



NZ Herald's growing audio content supporting key editorial verticals, supporting long-format editorial and targeting youth audiences through series such as 'in the loop' – a weekly recap of the news focussed on 18-24 year olds.

The Alternative Commentary Collective and KICK



Growing sports entertainment, comedy and youth content suite with digital native brands The Alternative Commentary Collective (ACC) and Kick.

ACC - The Future of Sports Entertainment

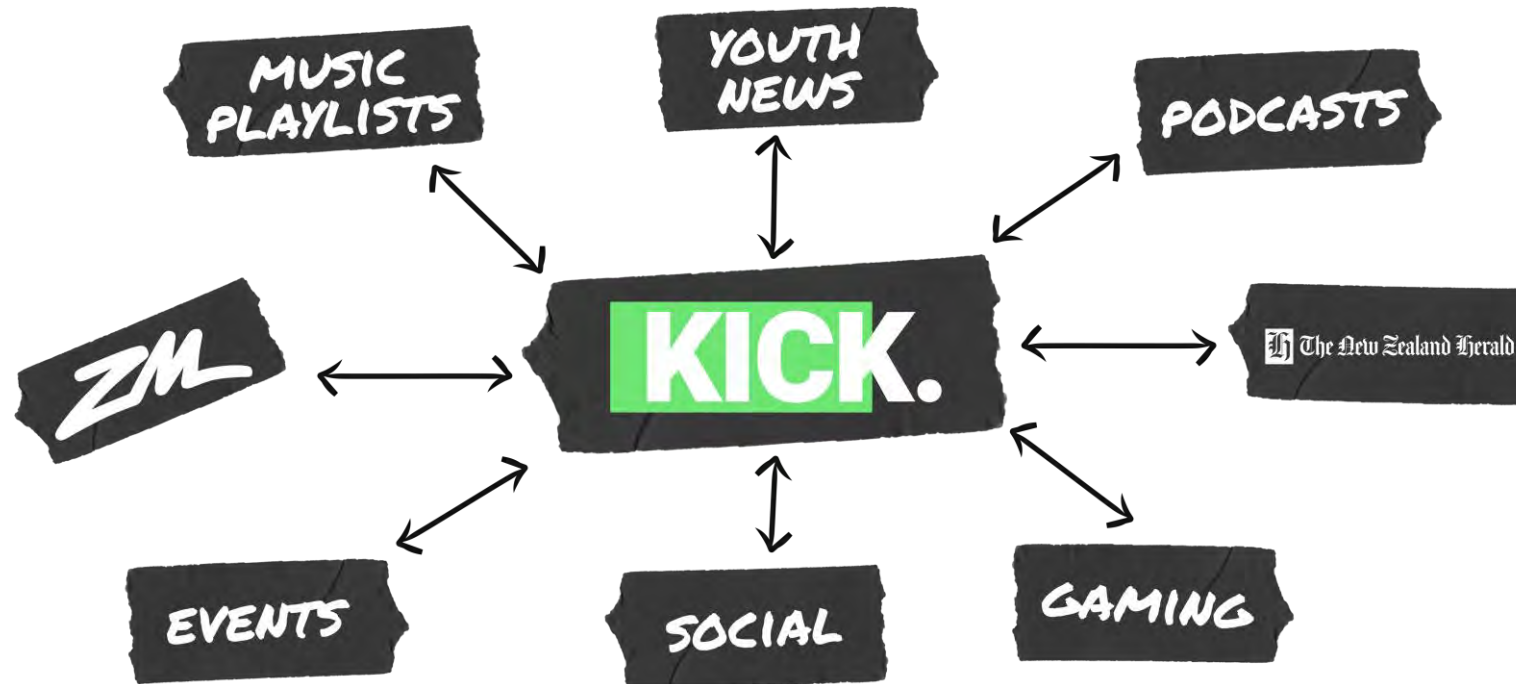
The Alternative Commentary Collective (ACC) is NZME's multi-channel sports entertainment brand encompassing digital audio channels, social channels, on-air integration with NZME terrestrial brands, and content integration with the NZ Herald



- Localised iteration of the successful US Barstool Sports model
- The ACC is 100% fan-focussed. It is original, non-traditional, risk-taking and attention-grabbing content
- The ACC has a well-established content proposition and has built an attractive audience of Males aged 18-44
- Current product suite includes podcasts, live commentaries and events
- Established partnerships with TVNZ, Sky TV and Spark Sport

Grow digital brand KICK - by youth, for youth

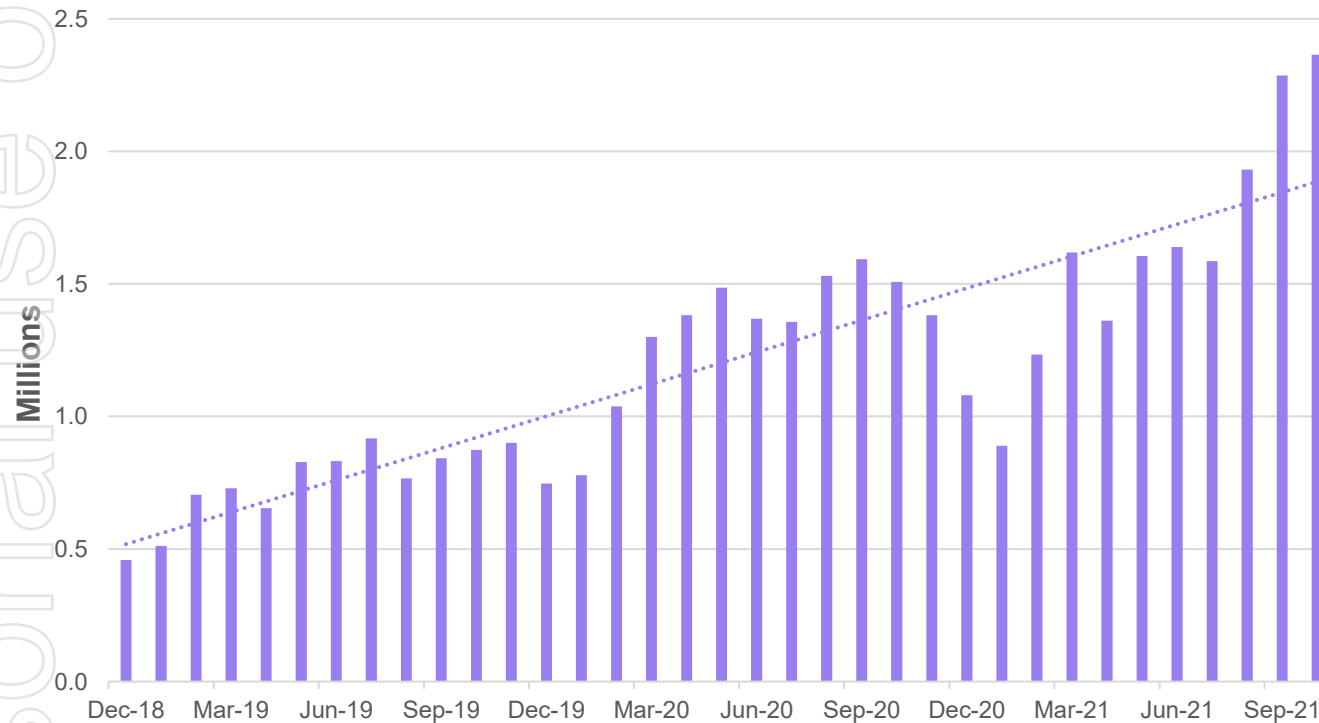
Incubate new, youth focussed content formats and strategies using the new KICK brand, in turn providing a feeder system of audience, content strategies and talent to NZME's wider audio business



NZME is the leading podcaster in NZ

Podcast downloads continue to grow, up 43% year on year¹

NZME Podcast Downloads¹











New Zealand PodRanker September 2021²

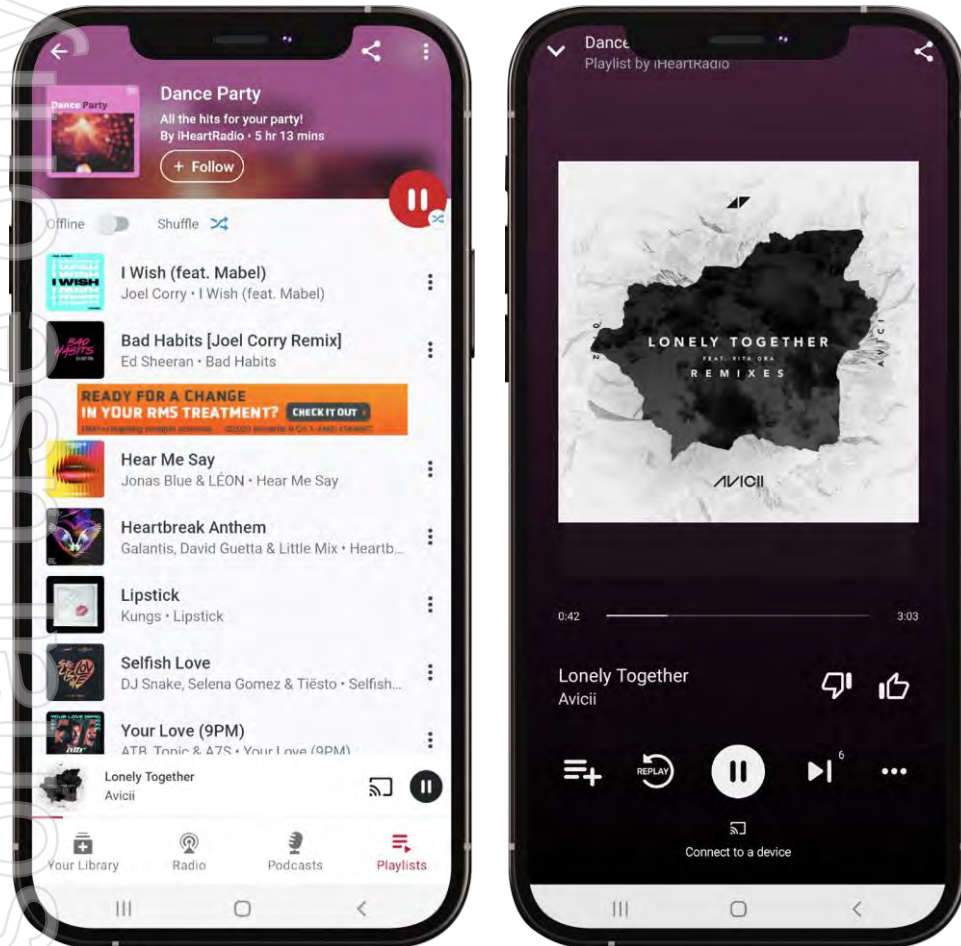
Rank	Publisher	Downloads
1	NZME/iHeartRadio	3,285,995
2	Audioboom	820,765
3	Stitcher Media	937,804
4	MediaWorks	238,854
5	LiSTNR	200,494
6	Kast Media	197,539
7	Sports Entertainment Network (SEN)	77,100
8	Headgum	52,531

NZME's content matches what audiences want

In the US, iHeartRadio dominates audience and downloads through production of original shows and radio catch-up. NZME has brands and content that aligns with what global audiences are consuming – this demonstrates the opportunity that NZME has to serve New Zealand audiences

PODCAST INDUSTRY RANKINGS: US AUDIENCE AUGUST 2021 ¹					NZME Equivalent Brands
RANK	PODCAST CONTENT HOUSE	US UNIQUE MONTHLY AUDIENCE	GLOBAL STREAMS & DOWNLOADS	ACTIVE SHOWS	
1	iHeartRadio	32,406,000	252,352,595	590	<div>         </div>
2	NPR	22,255,000	158,983,111	47	
3	Wondery	12,486,000	68,500,424	127	
4	New York Times	11,409,000	88,571,387	14	
5	The Walt Disney Company	8,266,000	46,261,420	103	
6	NBC News	7,847,000	48,450,303	44	
7	PRX	4,587,000	56,574,633	93	
8	Barstool Sports	6,249,000	28,424,680	65	
9	Cumulus/Westwood One	5,973,000	37,878,561	121	
10	All Things Comedy	5,758,000	25,538,852	64	

Digital is providing more access to audiences

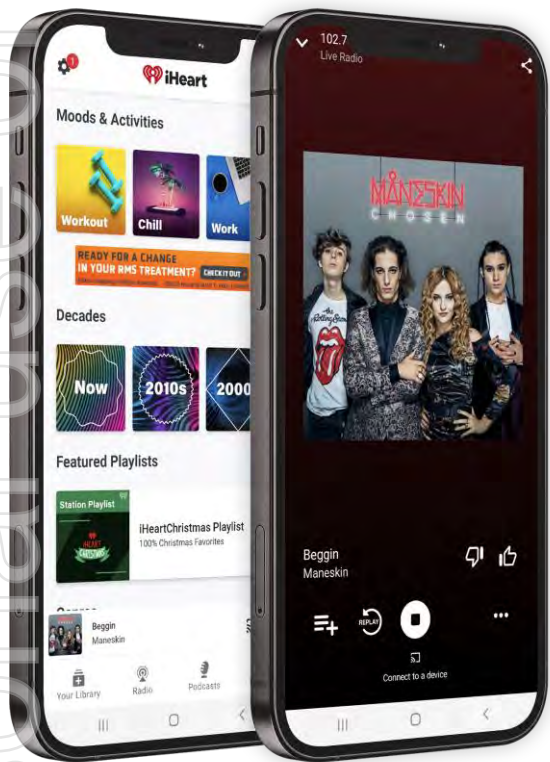


It's vital to meet consumers where they are now, and where they will be in the future. Increasingly, that means online, on mobile devices, at home, and at the time and place of their own choosing.

iHeartRadio is NZ's leading free audio app that delivers the best of radio, podcast and music content. The 2022 product and content roadmap include:

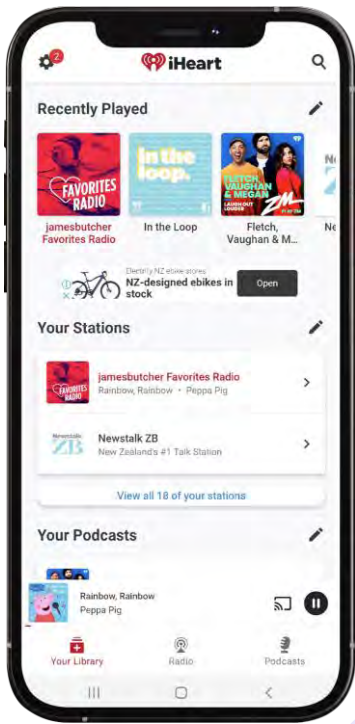
- 'Music Playlist' feature to enhance music streaming capabilities
- Branded listening experiences to complement radio shows and talent
- Further develop podcasting catalogue across all NZME brands

iHeartRadio functionality provides NZME with market leading capability for audiences and advertisers



iHeartRadio US App

iHeartRadio Functionality	NZ
Live Radio	●
Custom Radio	●
Artist Radio (algorithm-driven music streaming)	●
Podcatcher (access to millions of Podcasts)	●
Connected device integration (Smart speakers, connected car, smart TVs etc)	250 native integrations
Playlists	2022
Talkback (instead of only being able to call in, users can send a message directly from their iHeart Radio app)	2022
Interactive Podcasts (full screen player with interactive and changing images throughout the episode)	2022
Radio Plus Subscription	-
Full Subscription (Listen offline, unlimited access to millions of songs)	-



iHeartRadio NZ App

New Zealand's leading audio company

There are three pillars to the Audio Strategy:



Create New Zealand's
best local audio content



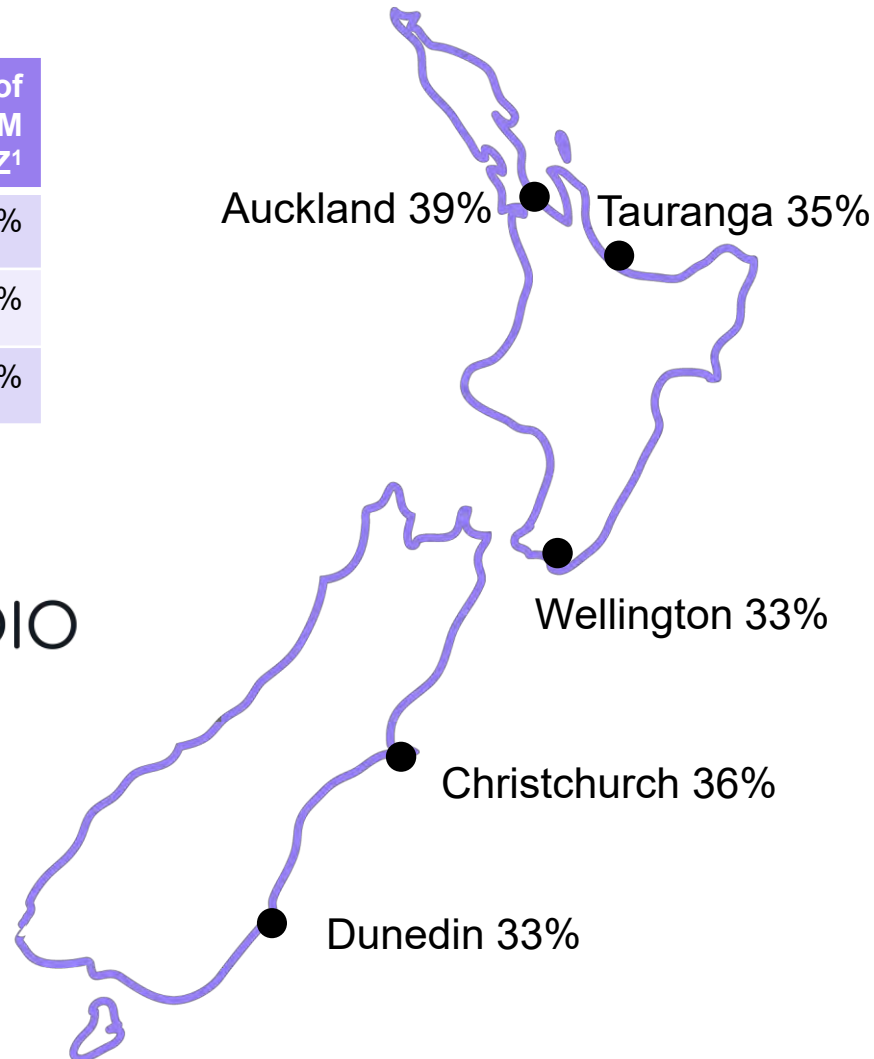
Grow broadcast and
digital reach



Grow market revenue
share and digital
revenue

Extend national reach through iHeartRadio, strategic frequency acquisitions and investing in local content

Owner	% ownership of commercial FM frequencies in NZ ¹
NZME	38%
Mediaworks	50%
Other	12%

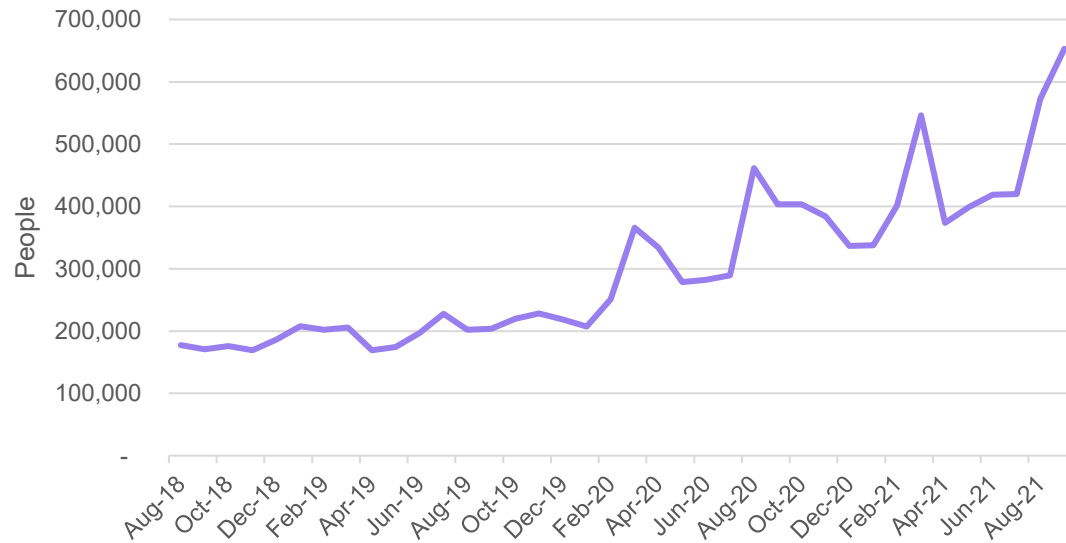


- Across New Zealand NZME holds just over 38% of all commercial FM frequencies. Gold FM and Flava broadcast in limited geographies
- We have strengthened our national frequency footprint over the past 12 months through:
 - Operationalising additional frequencies Northland
 - Select frequency acquisitions
- iHeartRadio complements our terrestrial network and provides nationwide coverage extending our audio reach across the country

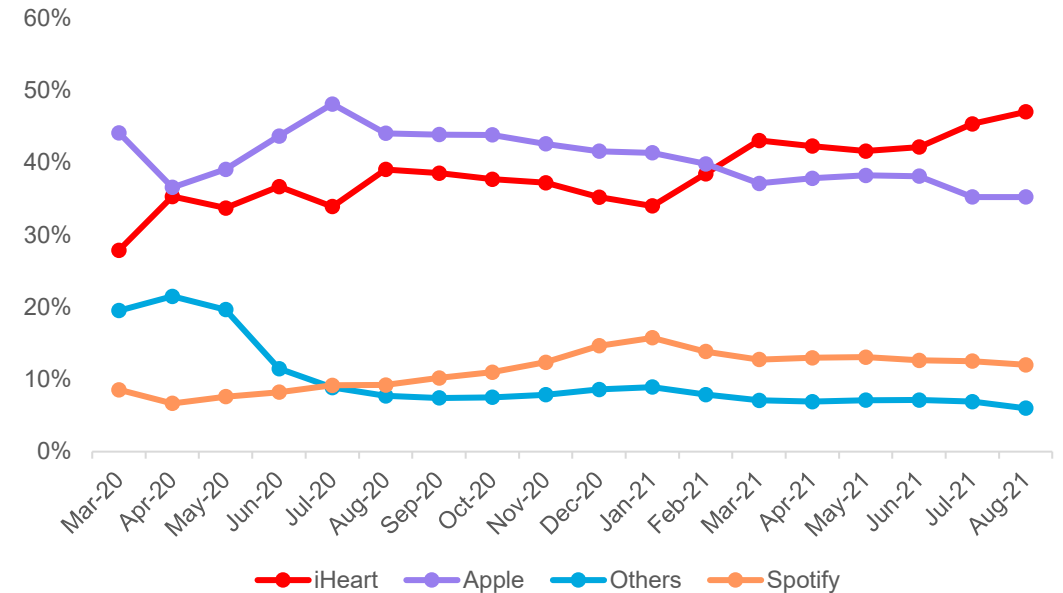
iHeartRadio audiences are at all time high

iHeartRadio's reach has experienced significant audience growth and is also now the primary platform NZME podcasts are consumed on

Monthly Reach¹



NZME Podcasts by platform listened on²



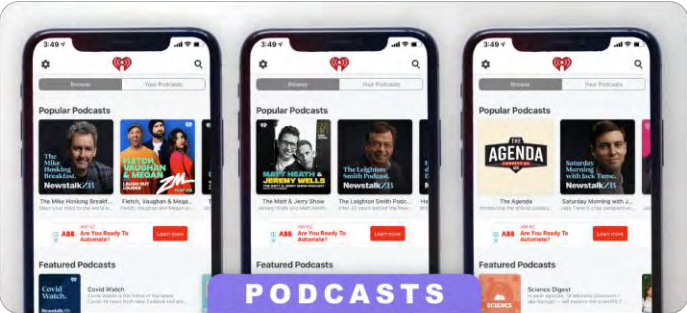
- Total listening hours on iHeartRadio for October 2021 were 6.4 million up 23% year on year
- 62% of listening is now on mobile, and 22% on Smart Speaker or connected device
- 91% of time spent on iHeart is listening to Live Radio
- Majority of NZME Podcast content consumed now on iHeartRadio App

Leverage NZME platform reach of 3.4m New Zealanders to grow audience

Build iHeartRadio's digital reach by attracting new audience and encouraging active engagement



NZME is uniquely positioned with brands and platforms across all touch points



NZME. NEW ZEALAND MEDIA AND ENTERTAINMENT



New Zealand's leading audio company

There are three pillars to the Audio Strategy:



Create New Zealand's
best local audio content



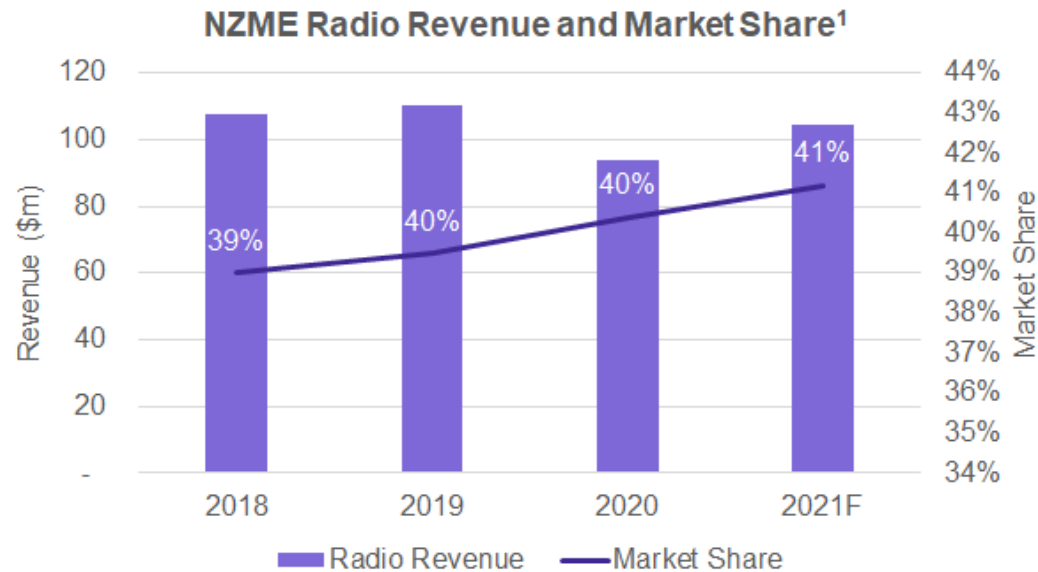
Grow broadcast and
digital reach



Grow market revenue
share and digital
revenue

Continue to grow market share

Commercial focus on key music brands and digital audio



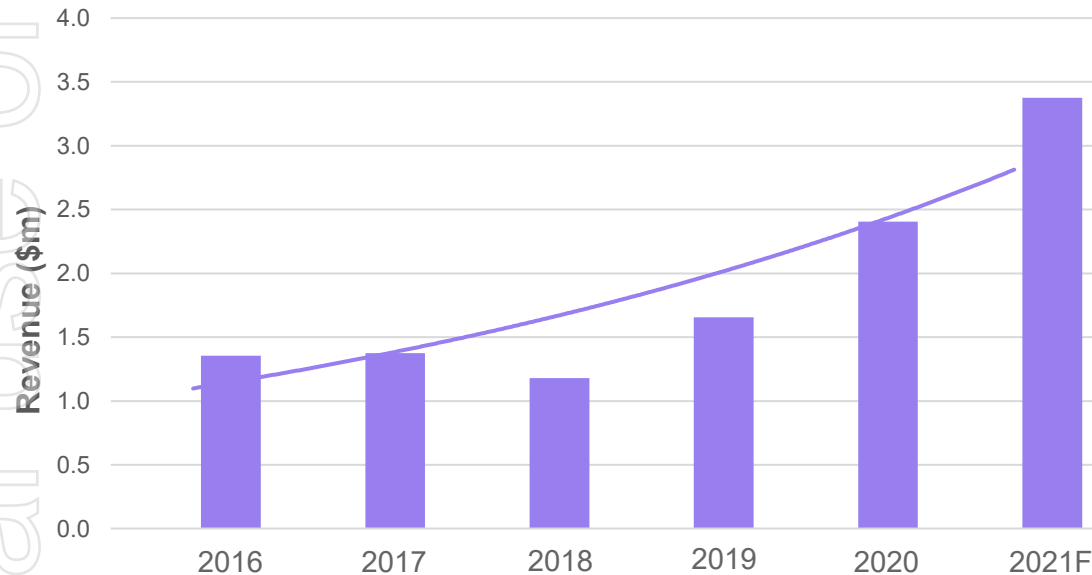
NZME's revenue share exceeds its audience share in all measured markets.

- Increase overall market size by:
 - utilising industry wide research highlighting the power of radio
 - growing the market by accessing digital advertising budgets
- Regional NZ remains a market share opportunity – regional resourcing has been strengthened
- Continue to leverage NZME's multi-platform integrated sales approach – 68% of revenue comes from multi-platform customers

The leading digital radio commercial opportunity in market

Digital ad Insertion allows us to combine the benefits of Radio with the power of digital

NZME Digital Audio Revenue¹



- Target specific audiences based on behaviours or demographic profiles
- Interactive formats that listeners can engage with such as 'shake me' or 'clicking on the banner' to complete an action
- Dynamic creative messaging based on conditions such as the time of day, where the listener is and the current weather conditions
- Reach audiences in new moments by targeting specific devices such as mobile phones or smart speakers

Case study: HP Business Class - The Story of New Zealand Business

The international award-winning podcast series from Newstalk ZB, presented by Heather du Plessis-Allan. Partnering with Hewlett Packard, and now in a second season, HP Business Class leveraged the full portfolio of NZME brands including iHeartRadio, content syndication across NZ Herald and playing out on-air across Newstalk ZB



“We loved bringing iconic NZ stories to life that align so closely with HP’s driven spirit and mentality of innovation. The quality on display throughout the season which was created by our partners including Newstalk ZB was second to none.”

Jessica Rangi, Head of Marketing, Print & Personal Systems, Hewlett Packard

- 253 mins of Live Radio on Newstalk ZB
- 114,009 podcast listens (and growing)
- ZB Network activity estimated reach of 966,475 people aged 10+
- 10.7 million impressions across all NZME platforms
- 79,655 Page views across 22 different articles
- 1,546,115 reach across social
- Award Winner – Best use of audio INMA Awards 2021

Scorecard

Metric	FY 2020 Achievement	H1 2021	2023 Target
NZME share of total audience	35.6% ¹	34.4% ¹	> 1% share point growth per annum
Radio Revenue Share	40.4% ²	40.9% ^{2*}	> 1% share point growth per annum
Digital audio revenue as a % of total audio revenue	2.4%	3.2%	5%
EBITDA³ Margin Target (pre NZ IFRS16)	14%	10%	15 – 17%

5.

Publishing



5. Publishing

Carolyn Luey
Chief Digital &
Publishing Officer



NZME. NEW ZEALAND
MEDIA AND
ENTERTAINMENT

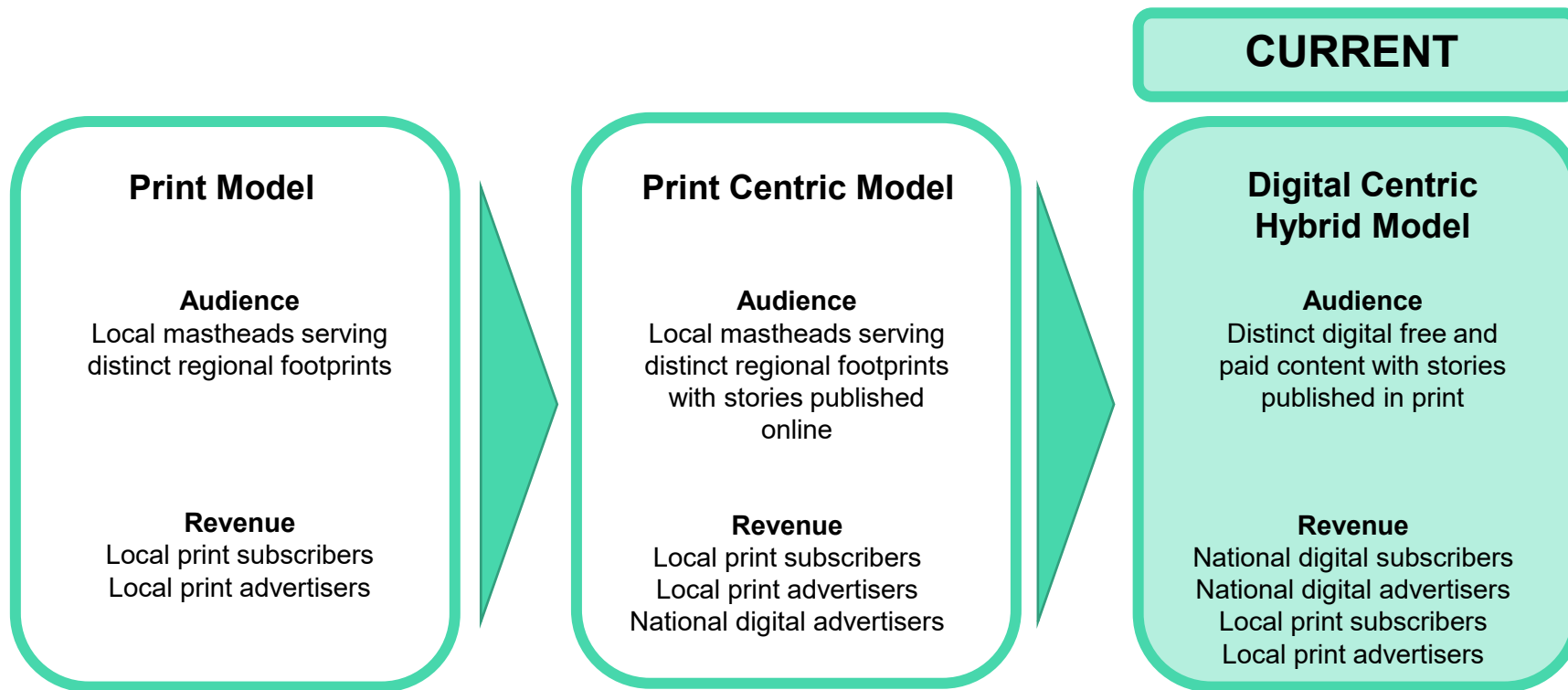
The NZ Herald is
New Zealand's Herald



Scorecard

Metric	FY 2020 Achievement	H1 2021	2023 Target
Subscription Volume Target	169,000 subscribers	177,545	More than 210,000 subscribers by 2023 year-end
Subscription Volume Mix	32% / 68%	38% / 62%	Digital Only > Print
% Households Subscribing	9% ¹	9.5% ¹	> 12% by year-end
Advertising Revenue Mix	42% Digital	44%	> 45% Digital
EBITDA² Margin Target (pre NZ IFRS16)	20%	17%	19 - 20%

NZME's Publishing business has transitioned to a digital business, focused on growing digital subscriptions



The NZ Herald is New Zealand's Herald

There are three pillars to the Publishing Strategy:



AUDIENCE

The #1 News brand for
all New Zealanders



SUBSCRIBERS

Subscriber first



ADVERTISING

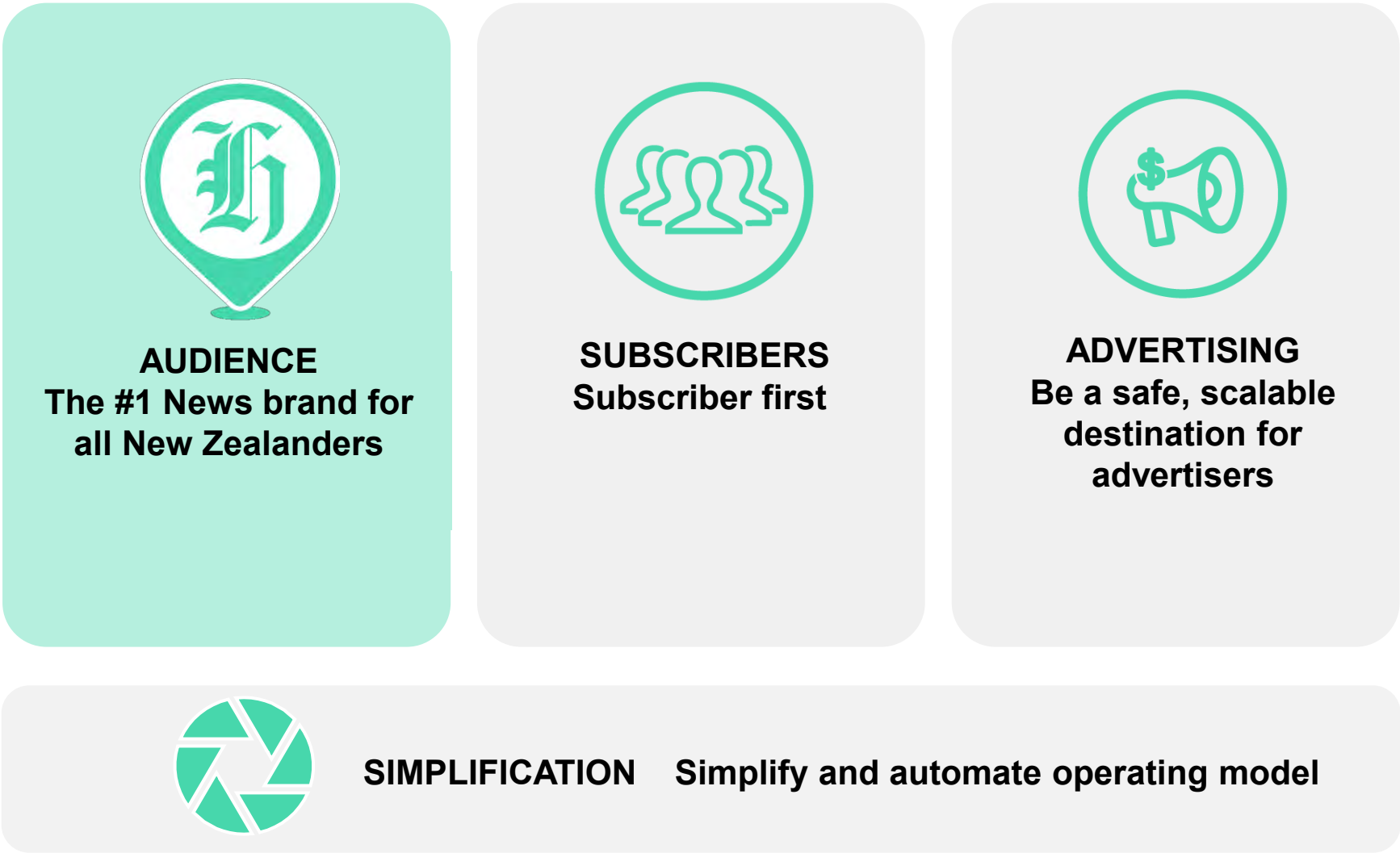
Be a safe, scalable
destination for
advertisers



SIMPLIFICATION Simplify and automate operating model

The NZ Herald is New Zealand's Herald

There are three pillars to the Publishing Strategy:



5.

Publishing

Shayne Currie
Managing Editor



National coverage and award-winning content



NewstalkZB

New Zealand-wide reach

- Newsrooms and almost 300 editorial staff in more than 20 NZ-wide locations
- Two major news websites, one major radio news network, six daily newspaper titles, 16 community titles, 7 magazine titles
- Total New Zealand reach:
 - Digital reach of 2.24M¹
 - Print reach of 1.45M²
 - Newstalk ZB reach of 672K³

Breadth of award-winning content

- Integrated 24/7 news operation across NZH and Newstalk ZB
- Website of the Year 2020, 2021
- App of the Year 2020, 2021
- Newspaper of the Year 2020
- Regional Newspaper of the Year 2021
- Best Magazine 2021

NZ content and industry partnerships



Newshub.

sky SPORT

Otago Daily Times

MĀORI
TELEVISION

* Spark Sport

THE SPINOFF

The #1 News brand for all New Zealanders

Audience expansion through a data-assisted, refocused editorial/content strategy and regional and diversity initiatives



Multi-platform storytelling to grow audience engagement, leverage personalisation – and turn more of our audience into highly engaged subscribers



Quality is at the heart of what we do through specialist journalism and vertical content



New newsroom tools and technology to support our journalists in our growth objectives



Audience expansion through new and diversified content



Kāhu is the NZ Herald and NZME's digital platform that showcases Māori stories and talent drawn from our newsrooms across Aotearoa

A pivotal moment for NZME - a low-key, long-term plan to build trust among our communities, recruit Māori staff, increase content relevant to Māori audiences, and tackle issues important to Māori health, welfare, education, and development

Our vision is to nurture a sustainable, authentic platform for Māori storytelling



An unprecedented industry collaboration (with Māori Television, Newshub and the Pacific Media Network) to train our future journalists. Twenty-five new cadets start in early 2022 to help future-proof journalism as a career pathway and enhance staff and content diversity



Building our content across New Zealand, with a 15-strong new editorial cohort, focusing on court and legal reporting

Revitalising our local connections

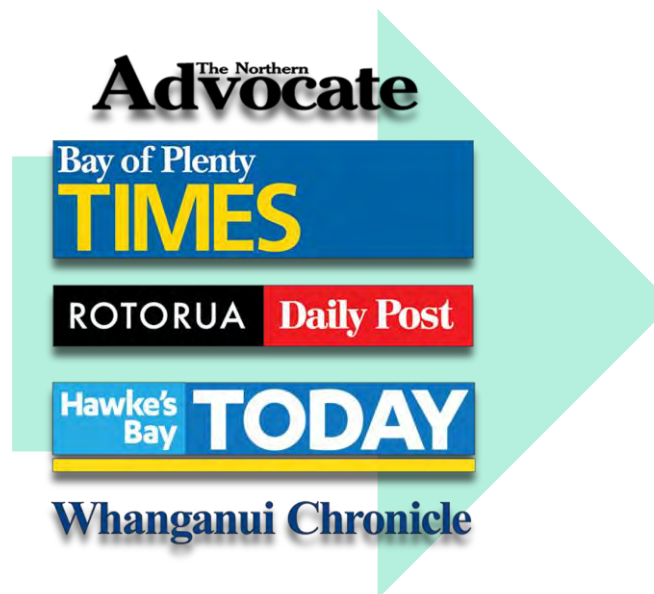
COMMUNITY TITLES

- 'Reporting Local, Supporting Local' commitment across editorial and commercial
- New centralised operating model – shaping for a digitally focused future
- Alignment with NZ's Herald and the Herald support network



REGIONAL TITLES

- Aligning NZ Herald brand across five regional daily titles
- Editorial strategy aligned with building audience engagement, subscriber growth
- Reinforcing our commitment to representing our local communities, giving residents a voice on what's happening in their home towns and providing business with a platform to effectively engage local customers



Building our future news audience - A new NZME youth news brand

Creating a proposition that is 'made by rangatahi for rangatahi'

Younger audiences are already engaging with our news brands – 381,000 15-24yos read nzherald.co.nz every month¹. We have exciting plans to supercharge that growth

- Develop a youth audience model that contributes to New Zealand's Herald being the #1 news brand for all New Zealanders
- Create a content proposition that will connect with New Zealand's future leaders and decision makers and develop a deep and ensuring interest in news storytelling and current affairs
- Develop a free news network across multiple platforms, specifically targeting audiences in the ways they want it, including what they want, when, where and how

PREMIUM



More than 540 schools have signed up for NZ Herald Premium access

AUDIO



New podcast, targeting 15-24yos with a youth-focused angle on news

PRINT



One in five NZ Herald readers across a week are aged 18-29

KICK.news

* Working title for Youth Brand

Build audience engagement by showcasing new projects and stories across multiple platforms

VIDEO



The relaunch of *NZ Herald Focus* - new video news and sport show in short-clip and live format

AUDIO



New, specialist podcasts – and a new morning news podcast highlighting the very best NZ Herald journalism

DATA



Data journalism has been at the centre of our editorial campaign to have at least 90% of NZ's population vaccinated

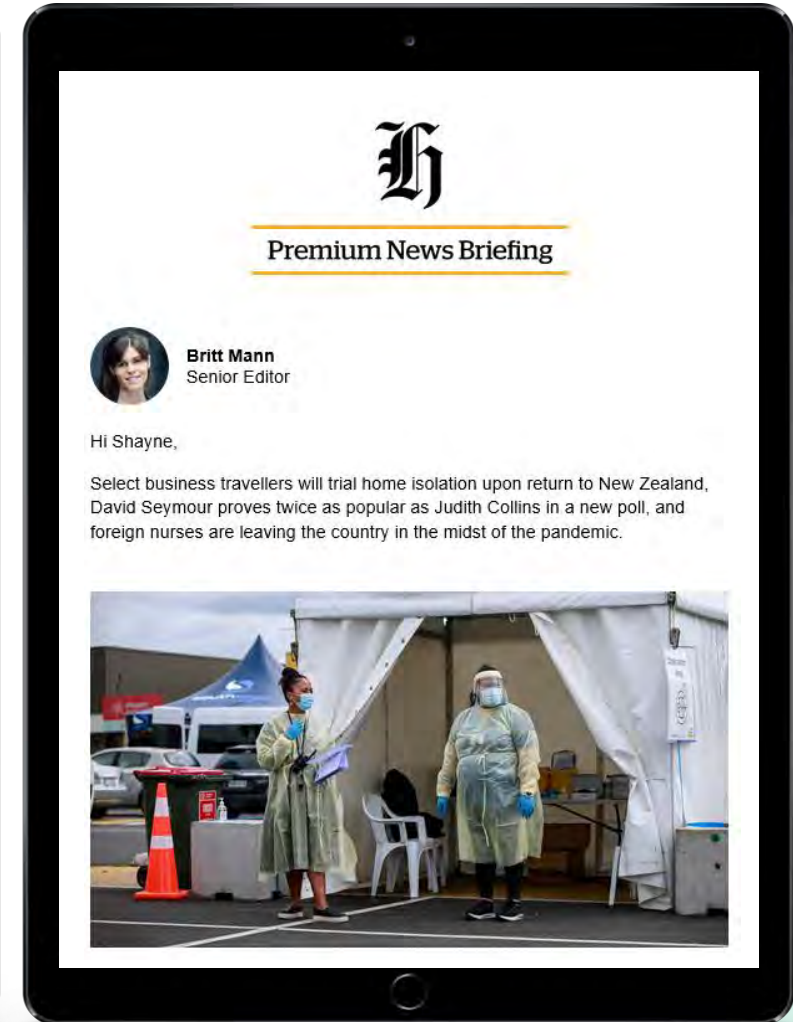
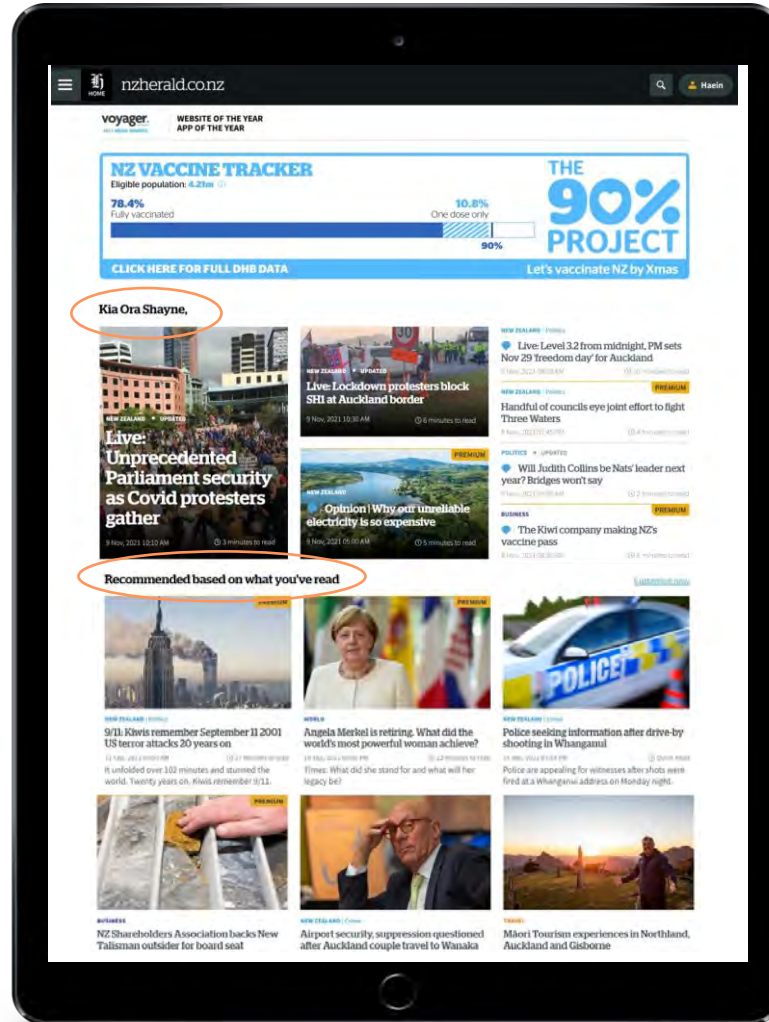
Delivering bespoke journalism of personal interest to individual readers

Q4 2021

- Personalised content embedded in prominent web positions - serving relevant, local content on site to build engagement
- Premium newsletters curated by our top journalists, delivered to inboxes

2022

- Entire new modules on the website – up to six articles in each section – with more relevant, personalised content
- Newsletters personalised based on browsing behaviour

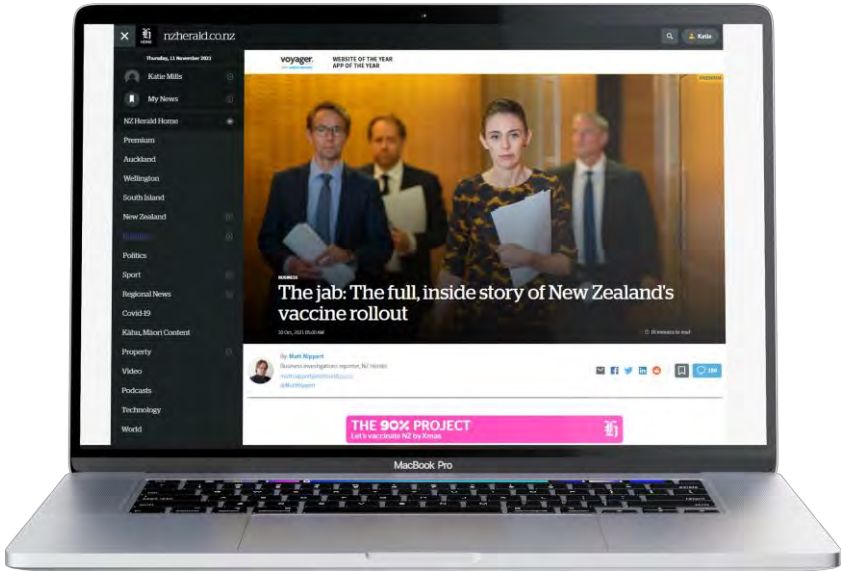


It's not about being the biggest - our editorial team is focusing on trust and engagement to fuel our growth

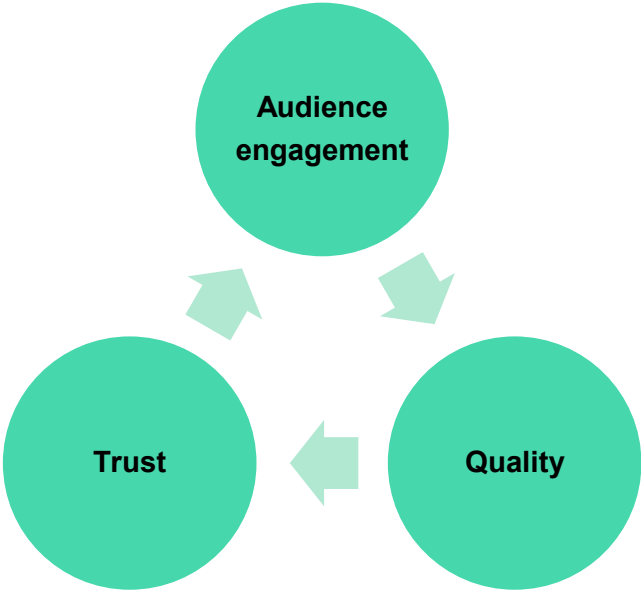
New Zealand's most trusted publisher (as measured by NZ on Air and AUT)



Herald Premium



The newsroom KPIs:



Quality is at the heart of the newsroom

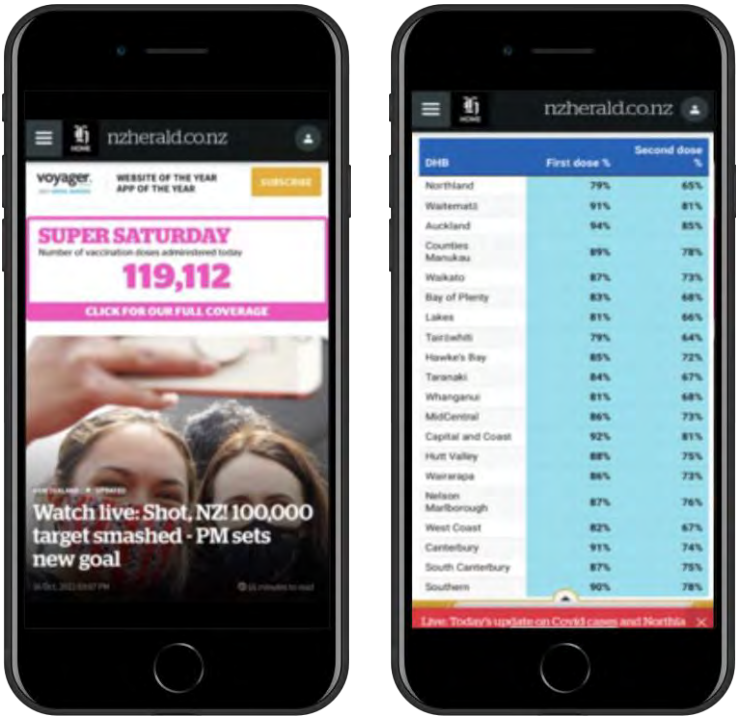
As well as the Covid 'bump', audience expansion has been driven by exclusive, quality journalism that uncovers the truth, sets the news agenda – and celebrates the best of NZ



- Education series – public v private schools; the \$1 billion private college
- How business is coping in Covid - the self-isolation business trial campaign
- Home Truths campaign – tackling NZ's housing affordability crisis
- The state of New Zealand's health system – and how it can be fixed
- America's Cup, All Blacks and Olympic glory

NZME's news channels drive the national conversation

Highly influential, leading the national conversation to make New Zealand a better place - The 90% Project saw us initiate a vaccine target and daily scorecard for New Zealand



In an age of misinformation and fake news, the role of journalism has never been more important.

Overseas and local research shows audiences place a far higher degree of trust in credible media sources, compared with social media channels.

That trust is reinforced during major events, such as the Covid pandemic. NZME's engagement allows us to foster and lead debate – and help make New Zealand a better place through concerted editorial campaigns.



Re-engineering the newsroom with an even stronger focus on distinctive, quality journalism

With the mix of data insights and journalistic instinct, we ask ourselves: Will this build audience and engagement and/or subscribers and engagement? If it's not meeting either of those thresholds, we ignore it

Utilise AI tools, which free up journalists from ‘mundane’ tasks and commodity news (e.g. daily weather bulletins, sports results, business reports) to focus on quality, unique journalism

The Now (Free)	The No	The New (Premium)
Breaking news	<div>Stories with low audience, engagement and subscriber interest</div>	Exclusive specialist content
Agenda-setting local stories that others are across		Investigations
Major announcements/press conferences and updates		Explainer and analytical journalism
Trending stories		Projects/campaigns
Partner content /public-funded content		Features/interviews

Newsroom has access to more tools and technology to support journalism and audience engagement strategies



Audience Engagement

Delivered in 2021

- Registration and sign-up flow
- Premium Subscriber Commenting
- New Local Sites
- Personalised Newsletters and Homepage Articles
- AI Social Media Tool

2022 and Beyond

- Premium Subscriber Article Sharing
- New Subscription Vertical Products
- Enhanced Content Recommendation Engine
- Personalised Homepage Module
- AI Generated Content
- New Video Destination



Editorial Automation

- Editorial Automation – Phase 1
- Automated App Curation
- Upgrade On Site Search

- Editorial Automation – Phase 2
- Automated article tagging and homepage curation
- Content Performance Prediction Engine
- Headline & Image Recommendations
- Automated content moderation

personal use only

5.

Publishing

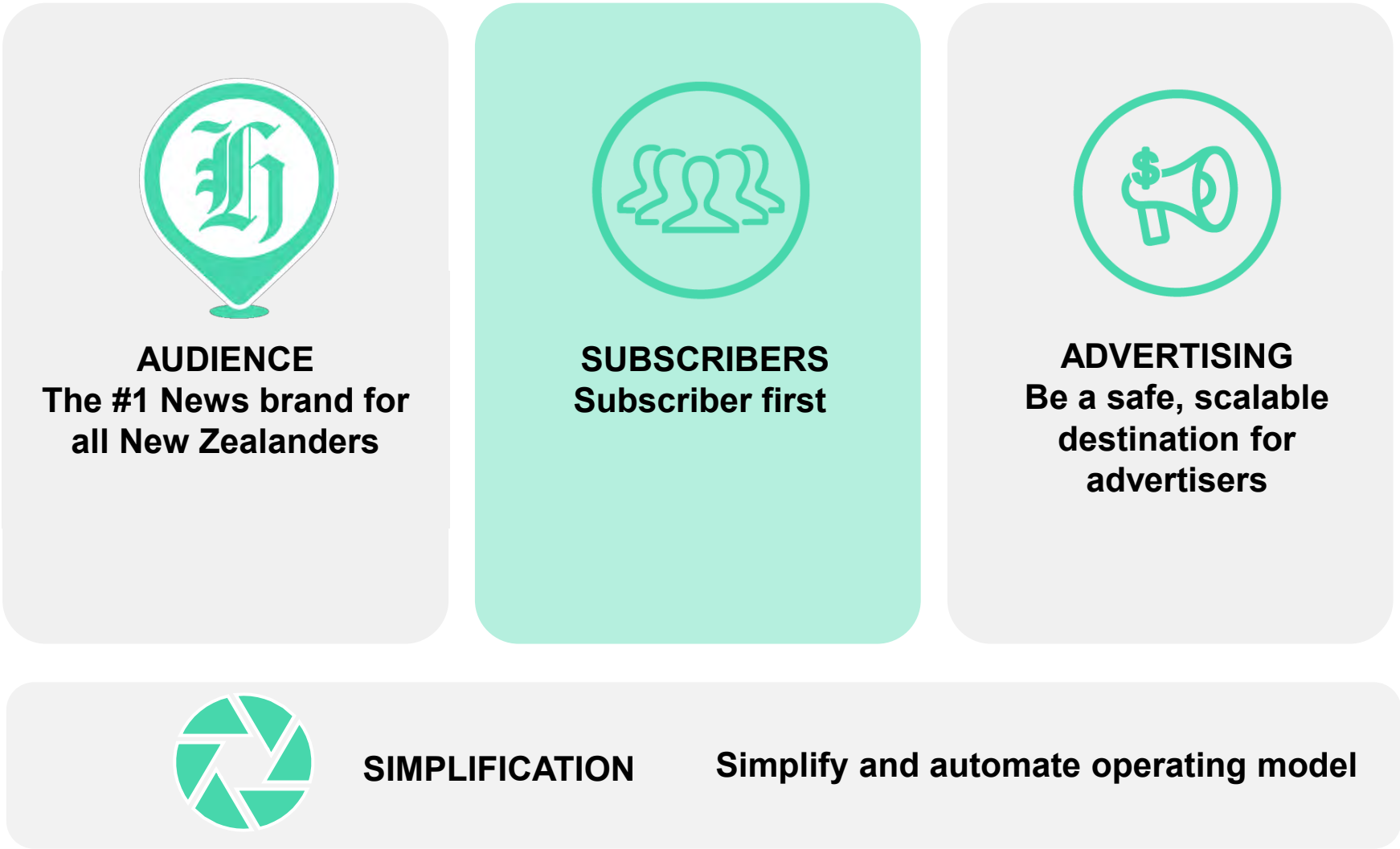
Matthew Wilson

Chief Operations Officer



The NZ Herald is New Zealand's Herald

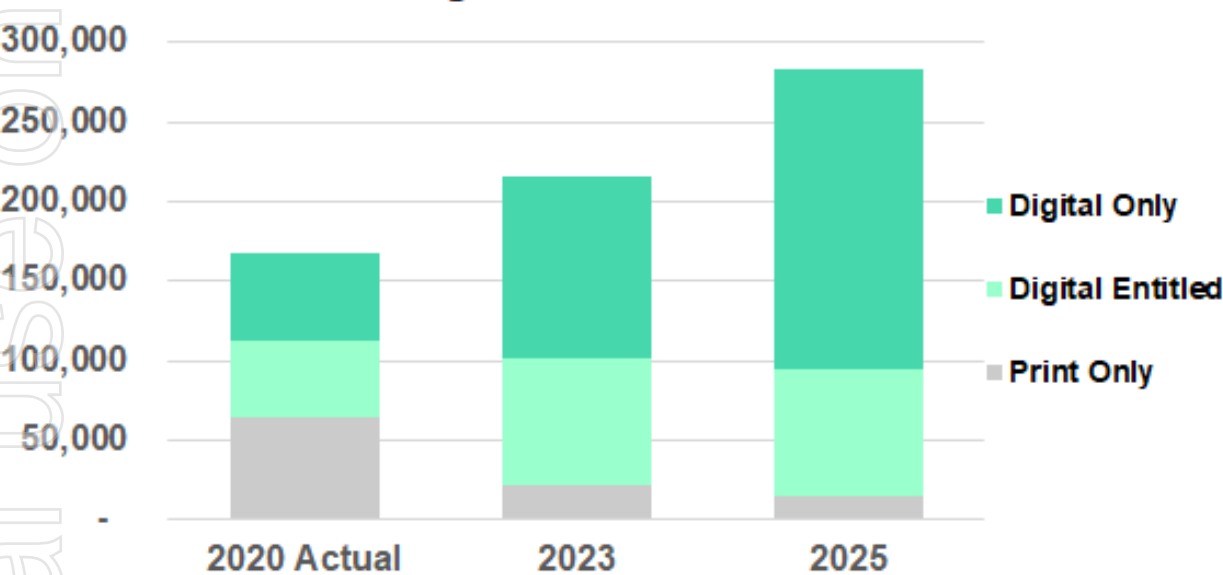
There are three pillars to the Publishing Strategy:



Personal use only

Scorecard – 2023 and beyond targets

Target Subscriber Growth



- Digital only subscriptions exceed print subscriptions in 2023
- More than 210,000 subscribers by the end of 2023
- Over 15% of NZ households subscribing to NZ Herald, in print or digital, by the end of 2025

Focus on all subscribers



**1.
Maintain Print
Subscribers**



**2.
Digital Subscriber
Acceleration**

Focus on all subscribers



**1.
Maintain Print
Subscribers**

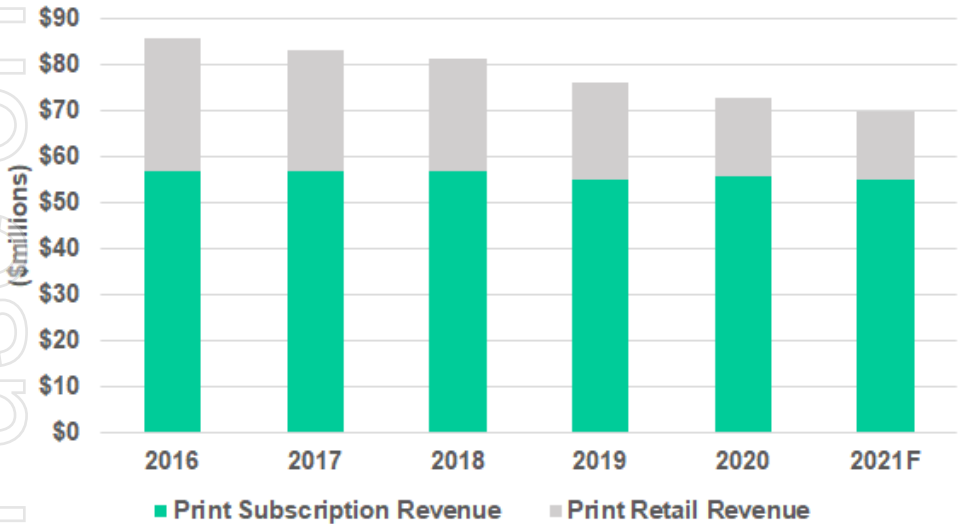


**2.
Digital Subscriber
Acceleration**

Print subscriber revenues remain stable – supported by Premium activation

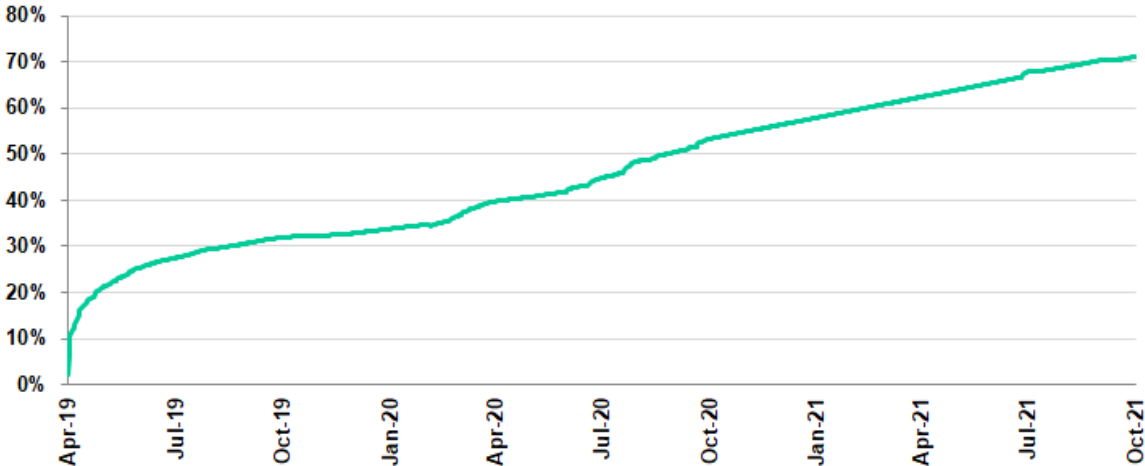
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Print Reader Revenue Trend 2016 to 2021F



- Subscriber revenue stable (CAGR -0.7%)
- Subscriptions now over 78% of Print Reader Revenue and growing
- Retail revenue decline rate has stabilised to pre Covid levels

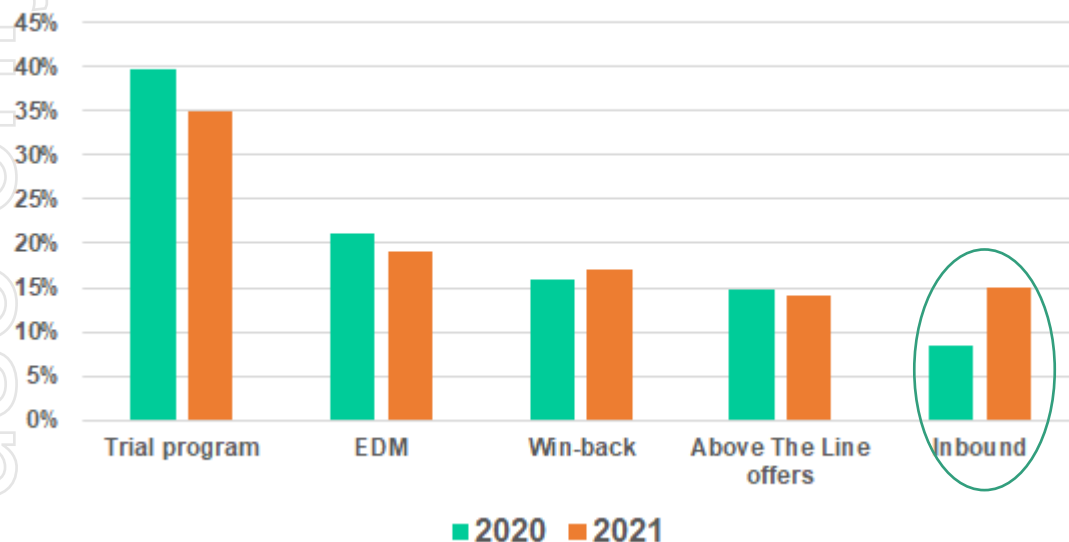
NZ Herald Premium Activations as a % of Digital Entitled* Subscribers



- Over 70% of eligible print subscribers have activated access to premium digital content
- Key element to improving the print subscriber value proposition and a reader pathway to digital
- Churn on activated digital subscribers is 4 percentage points lower than those that have not activated

Improved retention reflects Premium activation increases

Print Subscriber Acquisition By Channel

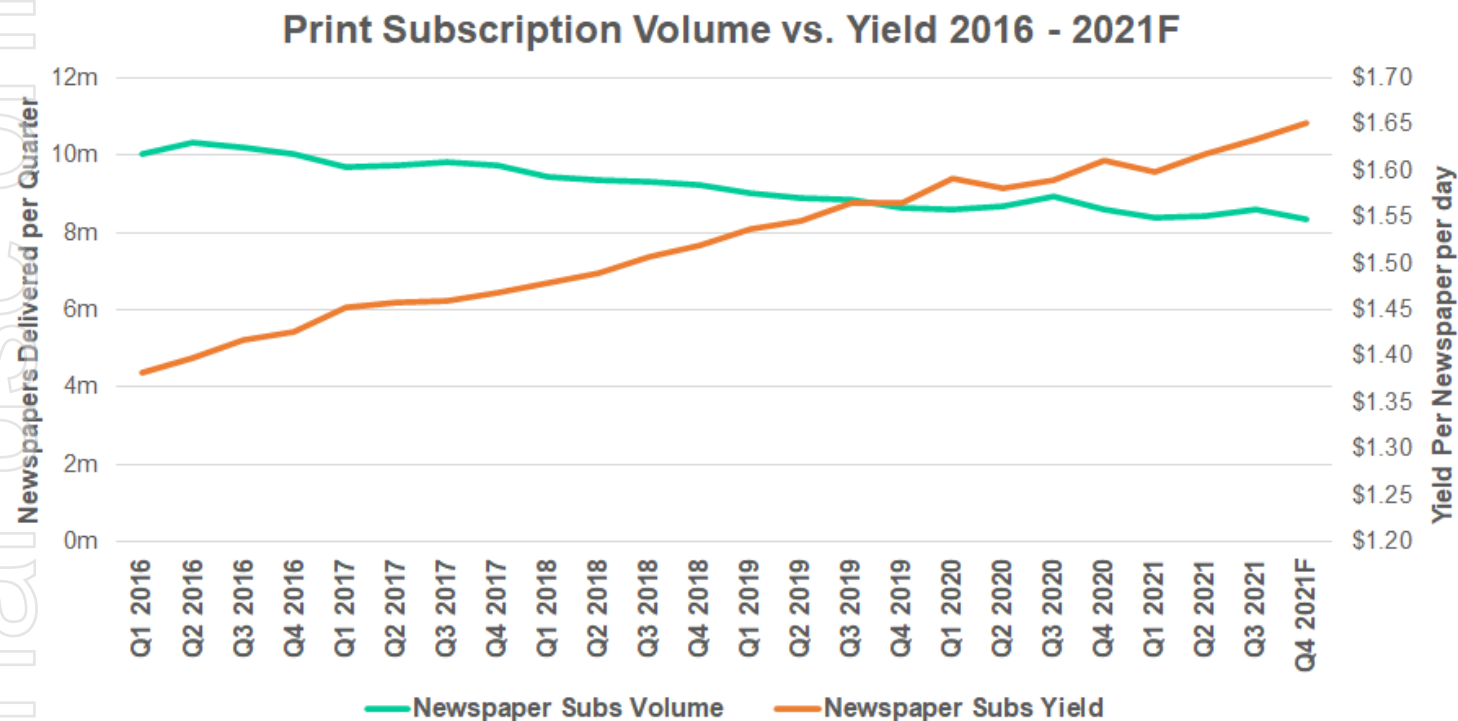


- More people at home has allowed us to utilise NZME's total audience to drive subscription sales
- A greater % of inbound sales has led to an improved quality of sale

	Active Subscribers 2021	Annual Retention % 2020	Annual Retention % 2021
< 1 Year	9,662	62%	63%
1-2 Years	8,181	71%	76%
2-3 Years	7,364	82%	82%
3-4 Years	7,058	85%	86%
4 Years +	76,986	90%	91%
Total	109,251*	84%	86%

- Higher proportion of subscribers activating Premium digital content has improved retention 2 percentage points year on year
- 77% of base 3+ years tenure with high retention

Yield continues to offset small volume declines



- Cover price increase of \$0.20 per day implemented April 21
- NZ Herald is \$3.70 on weekdays and \$4.20 on weekends (incl. GST)
- Individual subscriber pricing continues to be reviewed annually on subscriber anniversary
- Average subscription price remains well below cover price

Focus on all subscribers



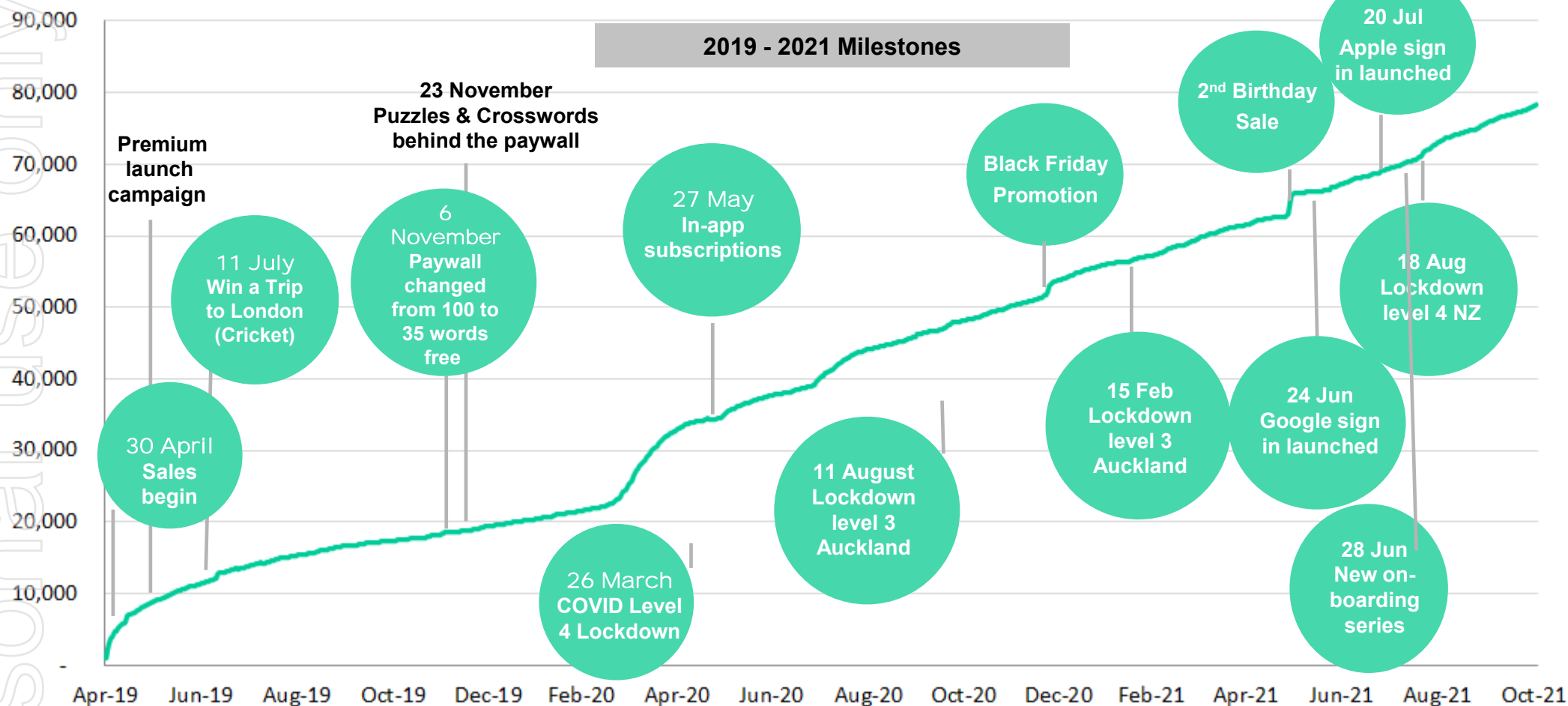
**1.
Maintain Print
Subscribers**



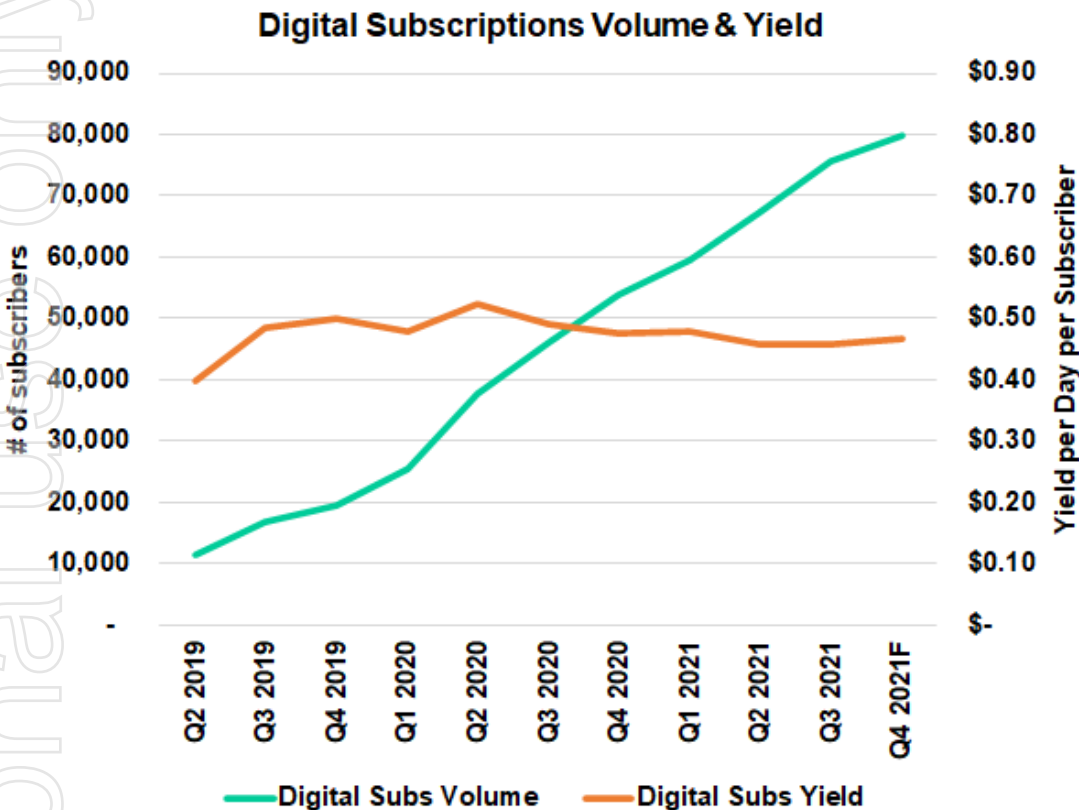
**2.
Digital Subscriber
Acceleration**

Digital subscriber growth rate continues at pace

Cumulative NZ Herald Premium Digital Subscribers 2019 to YTD 2021





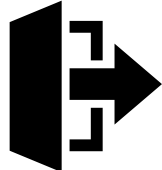


NZ Herald Premium yield maintained as volume grows



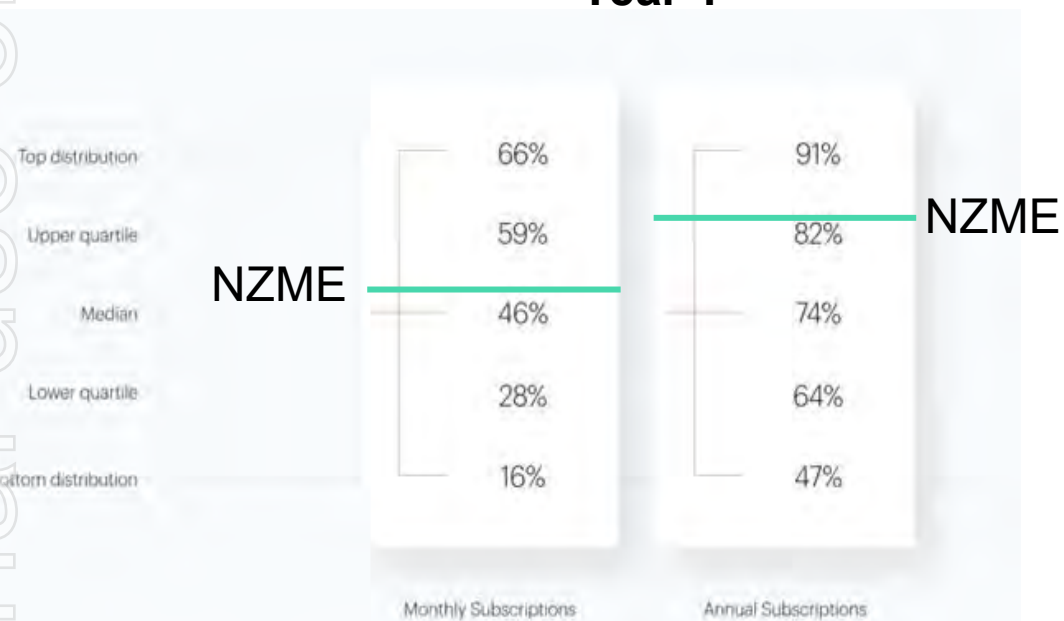
- Growing coporate customer base, now representing 13% of activated subscribers
- Reduction in yield from 2020 reflects this increased corporate customer base
- Introduction pricing offers are utilised to acquire customers and incent them to create a ‘100 day habit’

NZ Herald Premium is performing well versus international benchmarks

Measure	 Subscriber Penetration Rate	 Monthly ARPU	 Paywall Stop Rate	 Monthly starts per million UAs	 Monthly Churn Rate
International Benchmark	2% - 4% <small>FTI & Mather</small>	\$10 - \$15 <small>Developed Markets FTI</small>	5% - 8% <small>FTI & Mather</small>	600 - 1000 <small>Mather</small>	>3% - 5% <small>FTI & Mather & FT Consulting</small>
NZH Premium	4.0%	\$14.26 (NZD) \$10.21 (USD)	8.8%	2,502	3.3%
Status	✓	✓	✓	✓	✓

Churn better than benchmarks but still an opportunity for improvement

Subscriber Retention Year 1



- Churn better than international benchmarks
- Opportunity to improve retention by improving the value proposition and increasing annual subscriptions

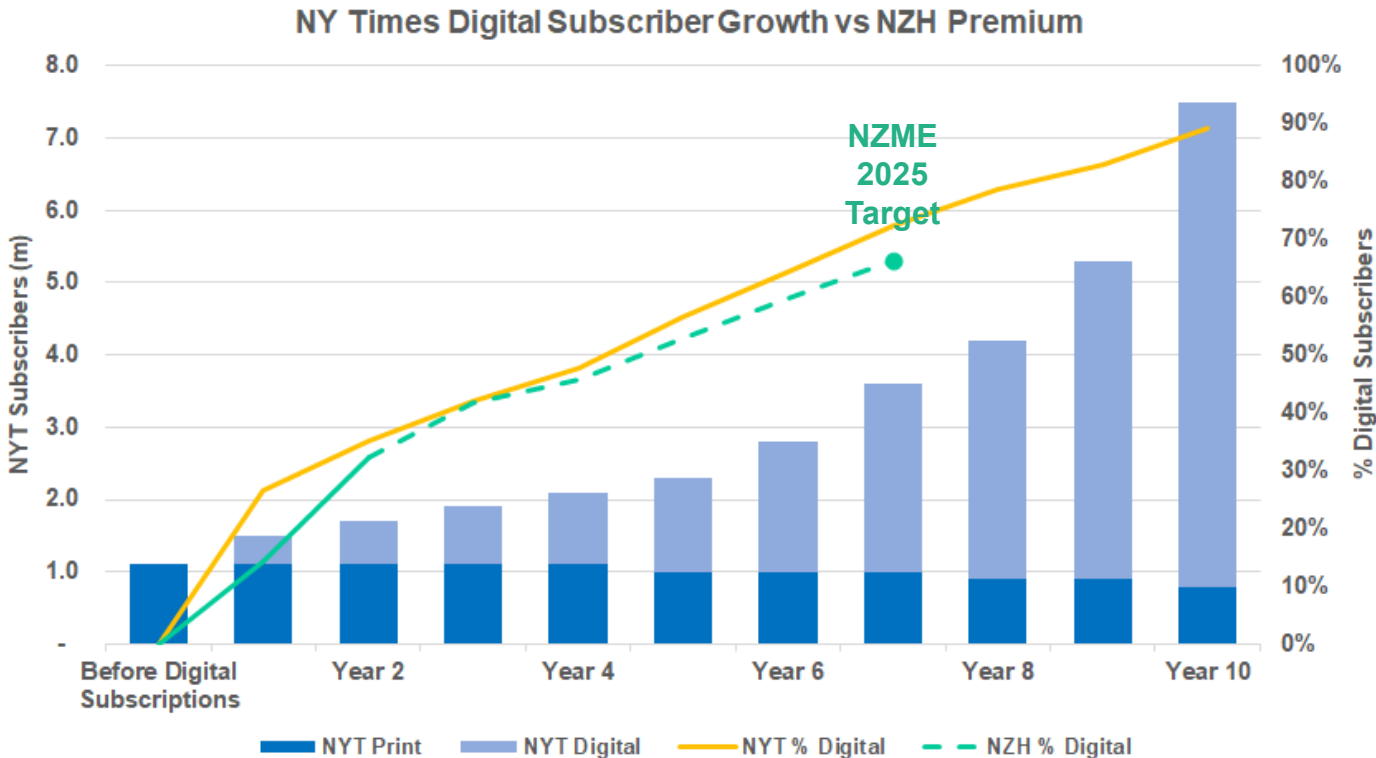
NZ Herald Premium is tracking in line with Global publishers

The New York Times Digital Metrics¹:

- Total digital subscribers 2.1% of USA population or 4.3% of average monthly unique audience (164m)
- Digital subscription revenue overtaken print circulation revenue for first time
- NYT Total Digital ARPU³ US\$84 per annum, Print US\$645 per annum

NZ Herald

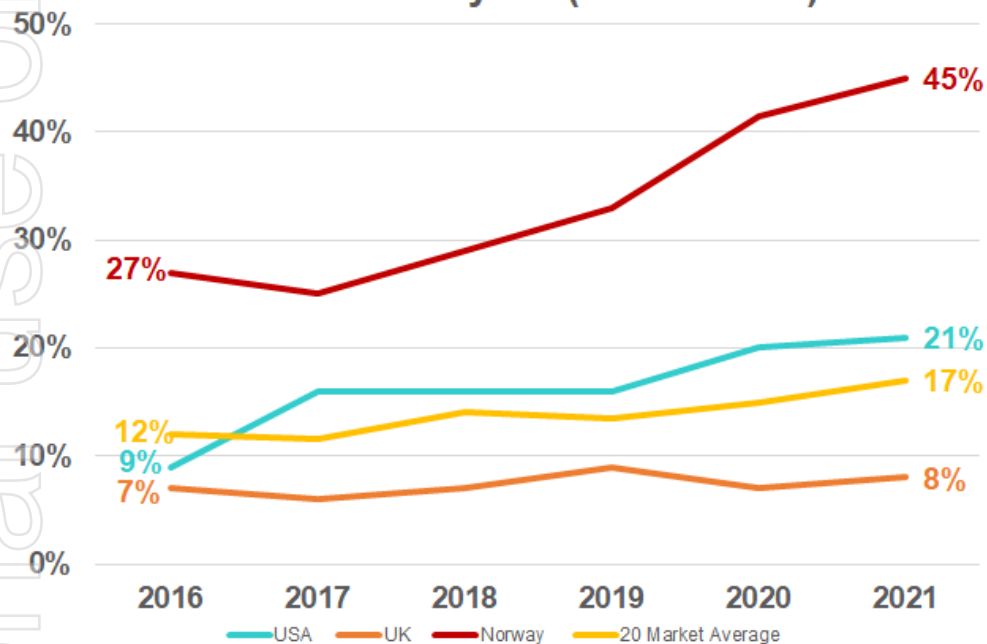
- Paid digital subscribers 1.6% of NZ population or 4% of average monthly unique audience
- Digital subscribers ARPU³ NZ\$171 per annum, Print subscribers NZ\$502 per annum
- Digital and Print subscriber direct contribution per subscriber are broadly similar



	Digital Subs	% HH ⁴	% Population	% UA ⁵
New York Times ¹	7,100,000	5.4%	2.1%	4.3%
News Corp Australia ²	810,000	8.0%	3.1%	6.9%
The Times & Sunday Times ²	367,000	1.3%	0.6%	2.3%
NZ Herald	78,500	4.2%	1.6%	4.0%

Paid news subscriptions have continued to grow - on average readers have one paid news subscription

Proportion that paid for any online news in the last year (2016 - 2021)



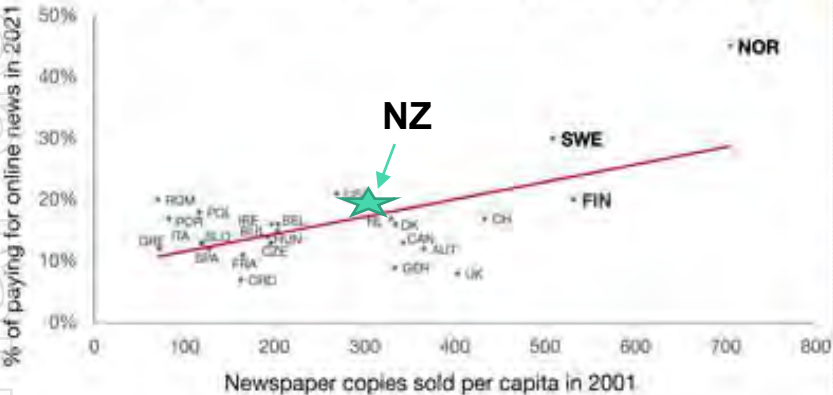
- Around the globe the proportion that pay for online news has continued to grow
- On average subscribers tend only to have one digital news subscription
- The average age of subscribers 50 – 55
- Opportunity for NZME is to take advantage of the growing potential market size and be NZ's leading news subscription offering

The market opportunity in New Zealand is 1 million subscribers

Past vs. present Markets with willingness to pay

The more print newspapers were sold, the more pay for online news

Proportion of adults who paid for online news in the past year, by country, vs. the number of print newspaper copies sold per capita 20 years ago



Top 10 markets	% paid online (2021)	copies per 1000 (2001)
Norway	45%	705
Sweden	30%	509
USA	21%	269
Finland	20%	532
Romania	20%	70
Poland	18%	116
Portugal	17%	83
Switzerland	17%	433
Netherlands	17%	329
Belgium	16%	204

- In 2001, 272 newspapers were sold per 1000 people in NZ – that was 1 million newspapers per day at that time
- NZ’s print distribution was similar to Netherlands and USA. They now have circa. 20% of population paying for news online at least once a year
- On this basis: NZ’s total addressable market for paying online news could be circa. **1m**

Digital subscriber acceleration through three strategies



Enhance Value Proposition

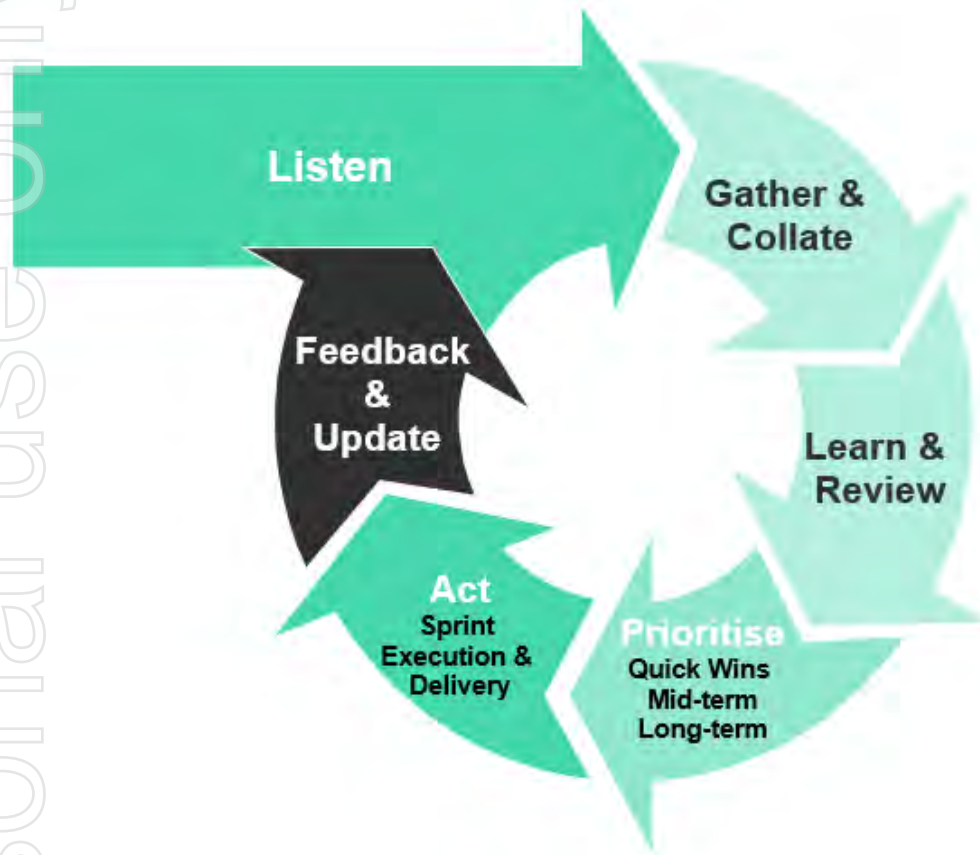


Launch New Verticals



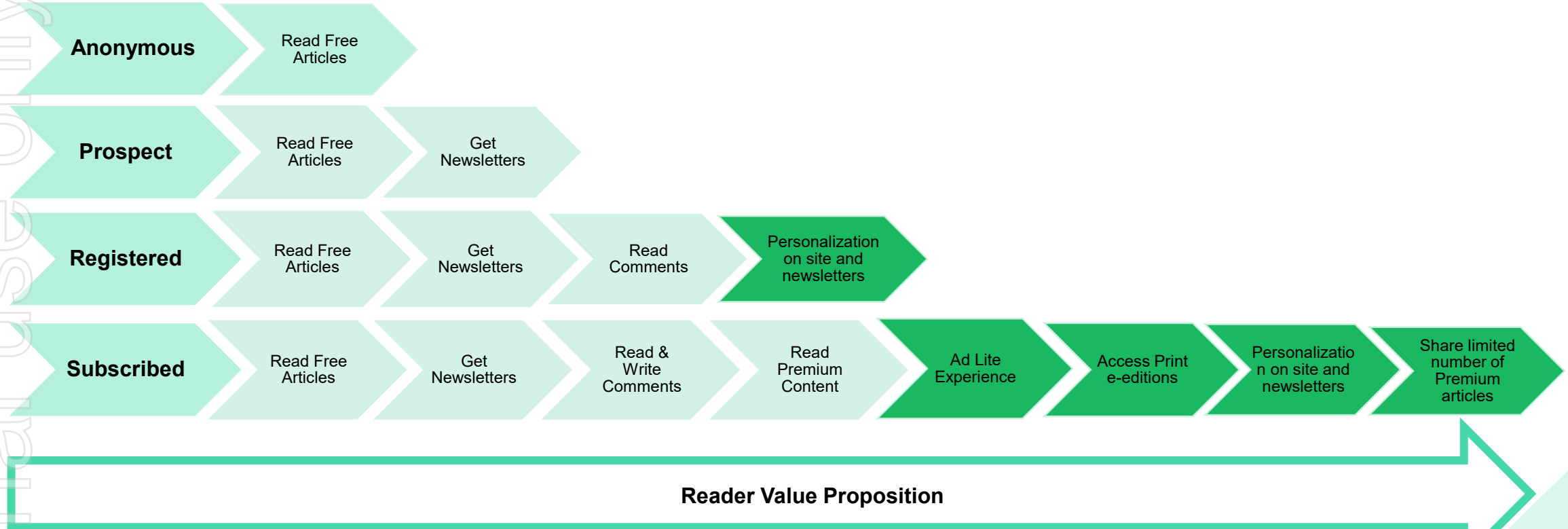
Optimise Pricing and Packaging

Enhancing the value proposition with an improved end-to-end customer experience



- Improve end to-end touchpoints including onboarding, in life and exit experiences, focusing on moments that matter
- Enhance Corporate subscriber's self-service capabilities
- Clear product features and benefits for each reader state

To enhance the value proposition, we will continue to enrich the Premium Subscriber experience



Key:

USER STATE

CURRENT
BENEFITS

FUTURE
BENEFITS

Broaden the appeal of the subscription proposition and grow ARPU by delivering key verticals



Herald Premium



Business



Lifestyle



Food



Puzzles

Customer Need

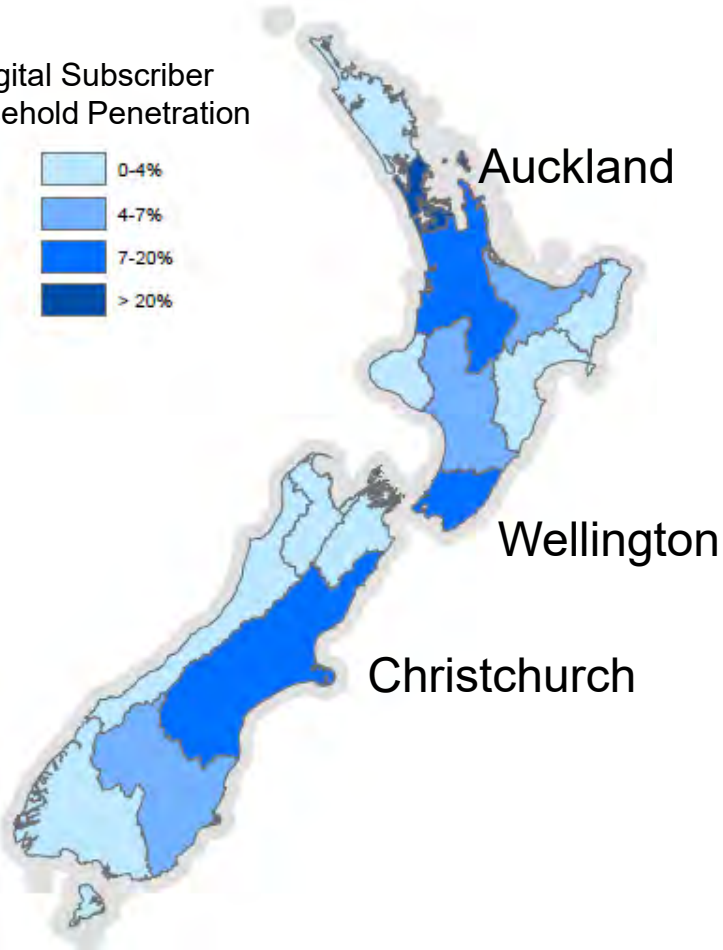
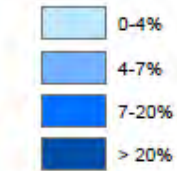
- I want a source of NZ News I can trust that goes deep on the big issues – quality and depth is important to me
- Single trusted source of insight and analysis that covers NZ business and investments
- I’m looking for inspiration in my life that is modern, smart and has an edge – so I stay ahead of the game with what’s new and topical
- I’m looking for inspiration on what to cook
- One place I go for trusted recipes and advice
- I am looking for a challenge that gives my goal seeking behaviour an outlet. Puzzles are soothing and good for me

Proposition

- High quality journalism to stay ahead*
- Authority on business, finance and investment news in NZ*
- Place to go for popular culture, fashion, beauty and lifestyle news in NZ*
- NZ Digital Cook Book & Guide*
- Ultimate puzzle book*

Our subscription footprint is now the whole of NZ - deeper regional penetration is an opportunity

Digital Subscriber Household Penetration

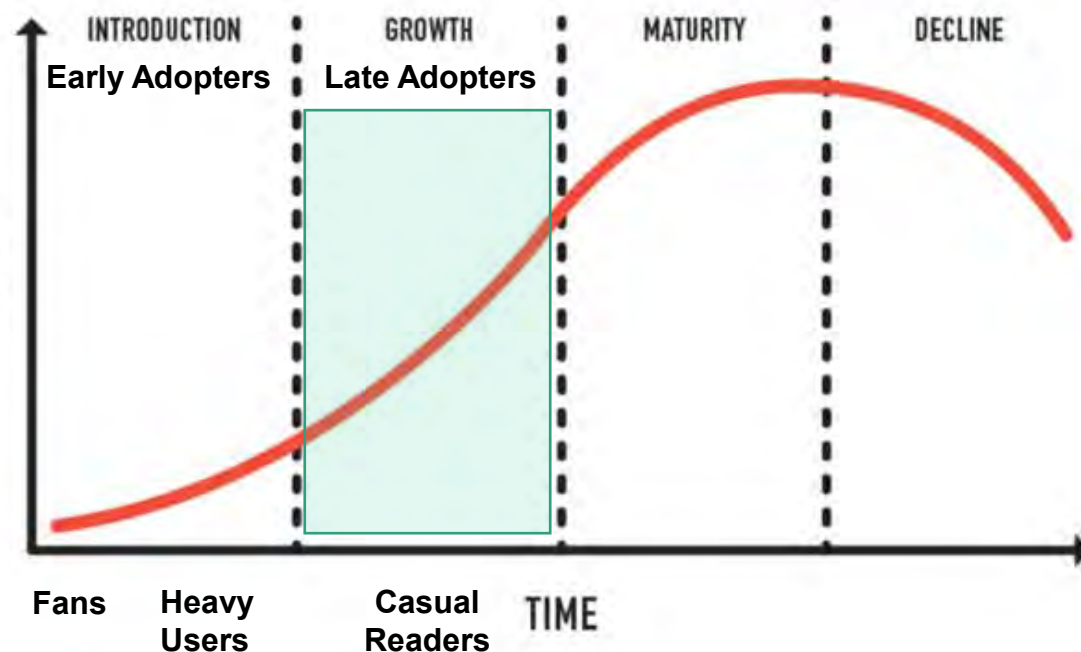


Tactics to improve subscriber penetration:

- Utilise NZME local sales teams to sell B2B corporate subscriptions
- Utilise new personalisation tools to showcase more relevant local content
- Regional database partnerships
- Utilise NZME platforms to promote NZ Herald Brand and Premium
- Launch subscriber verticals to unlock new audiences

Implement strategic pricing model to optimise long term value

New Product Adoption LifeCycle



To date focus has been on early adopters. As we accelerate our growth into more casual readers, we are developing a strategic pricing model with the aim:

- to understand opportunity to grow volume faster and then improve yield
- to test price and term
- to make a recommendation for product bundles and tiers

5. Publishing

Carolyn Luey
Chief Digital &
Publishing Officer



The NZ Herald is New Zealand's Herald

There are three pillars to the Publishing Strategy:



AUDIENCE

The #1 News brand for
all New Zealanders



SUBSCRIBERS

Subscriber first



ADVERTISING

Be a safe, scalable
destination for
advertisers

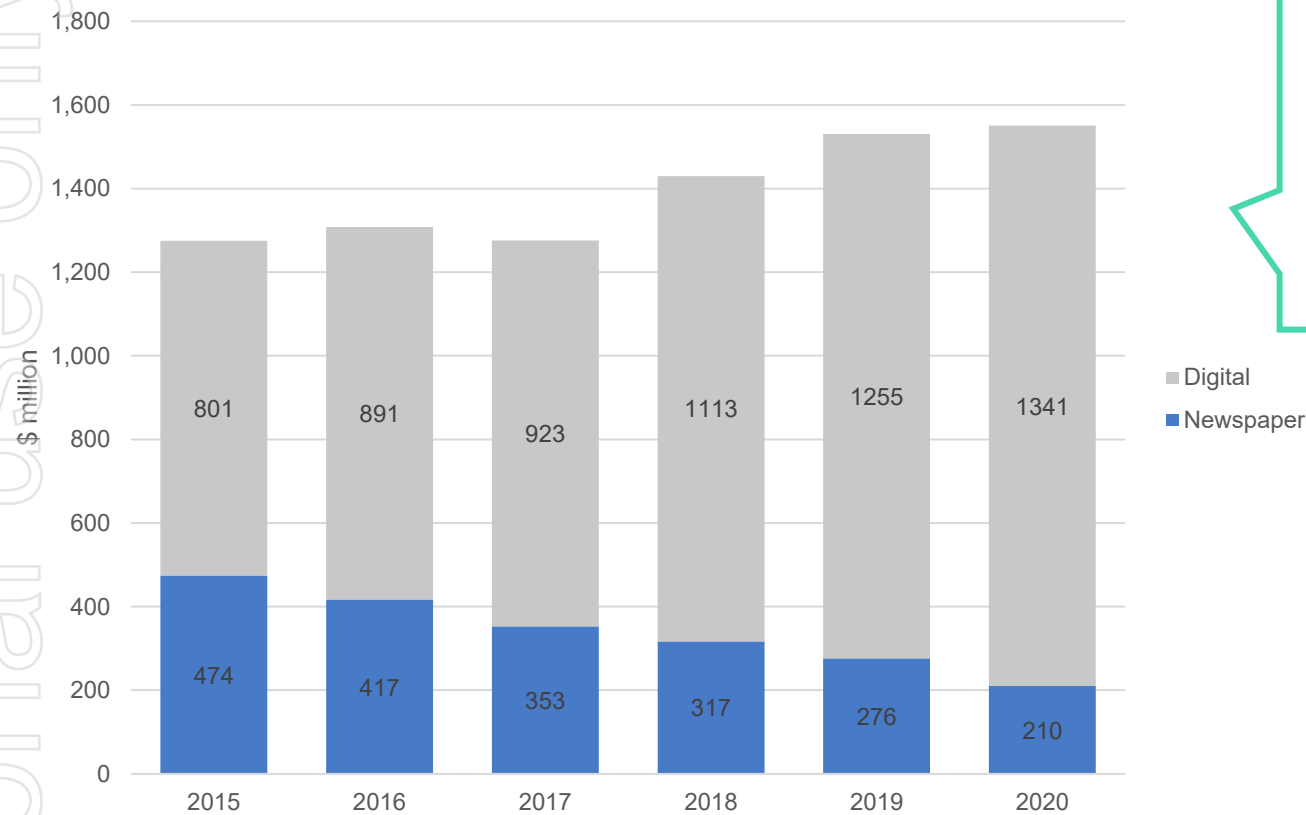


SIMPLIFICATION

Simplify and automate operating model

Digital market growth continues

Newspaper and Digital Advertising Spend in NZ 2015-2020



Digital Revenue Categories¹

Display - \$163M
 Search – \$833M
 Social – \$133M
 Classifieds & Directories – \$213M

Digital Revenue²

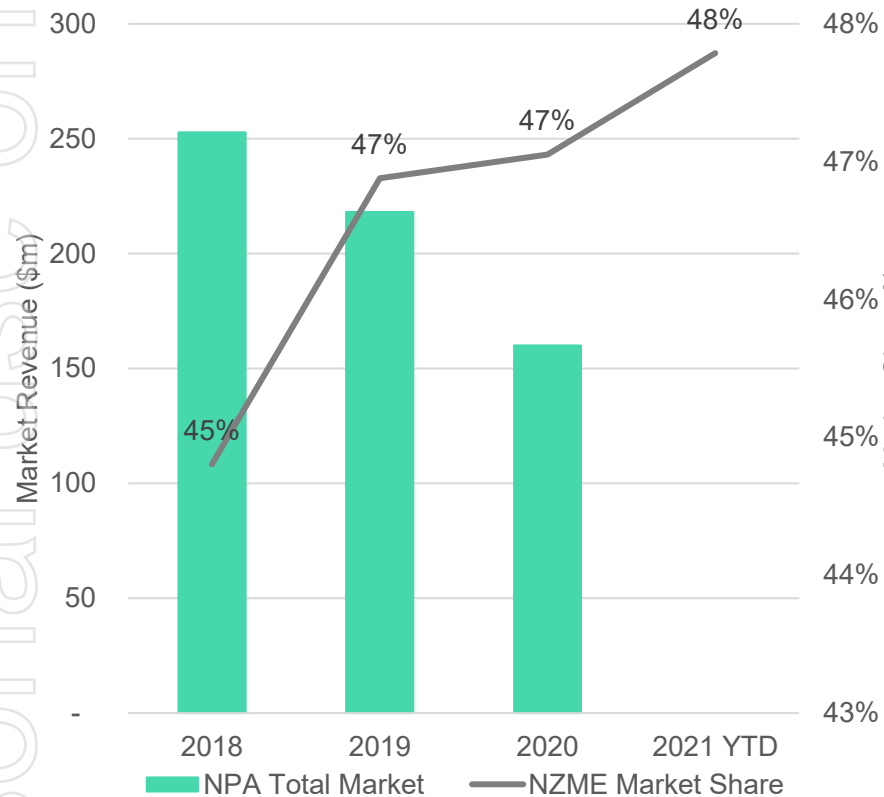
Share of Total NZ Advertising Market
 2015 31%
 2020 55%
 CAGR 2015–2020: +10%

Newspaper Revenue³

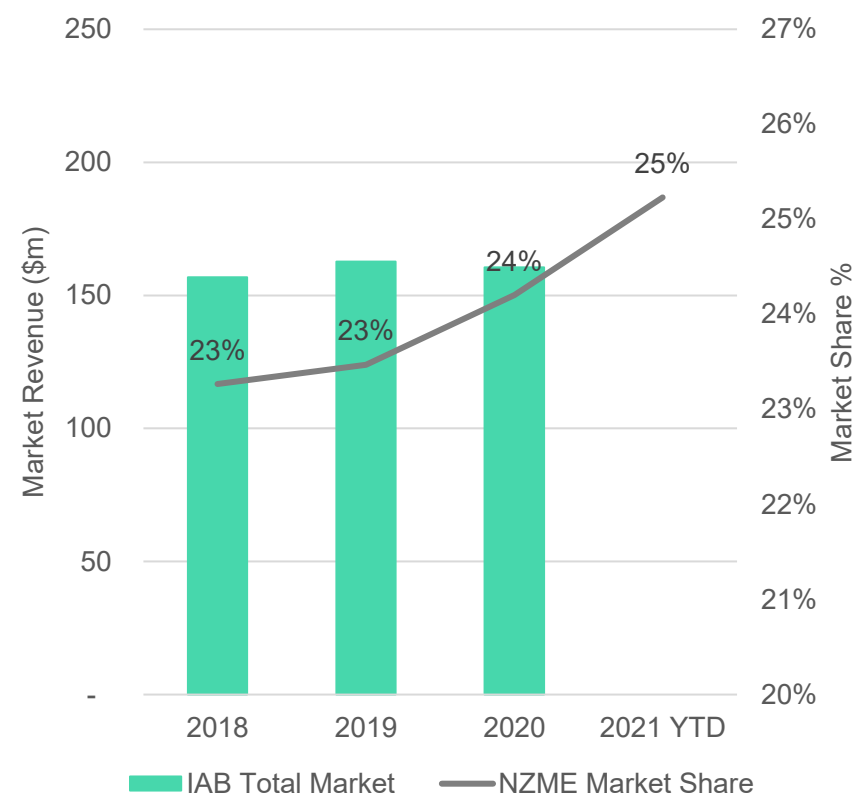
Share of Total NZ Advertising Market
 2015 18%
 2020 9%
 CAGR 2015–2020: -15%

NZME revenue market share continues to grow

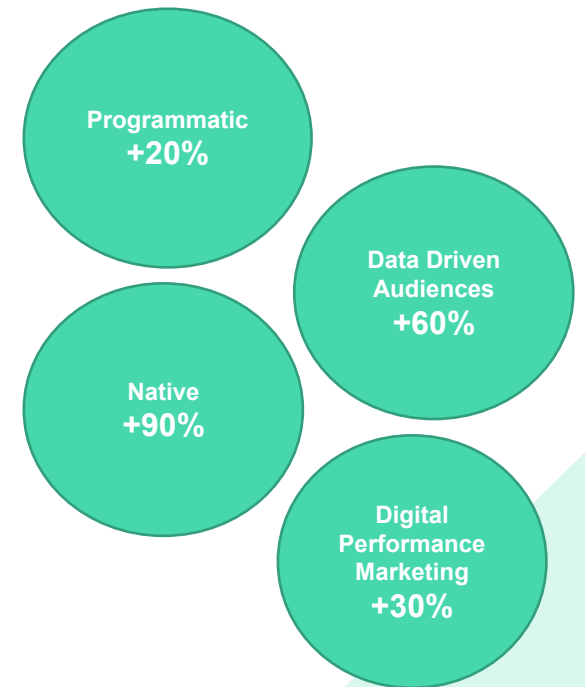
Total Print Advertising Market Revenue and NZME Share %



Digital Display Advertising Market Revenue and NZME Share %



NZME products driving growth³



Brand safe and scalable destination for advertisers



**Leverage
Audience Insights**

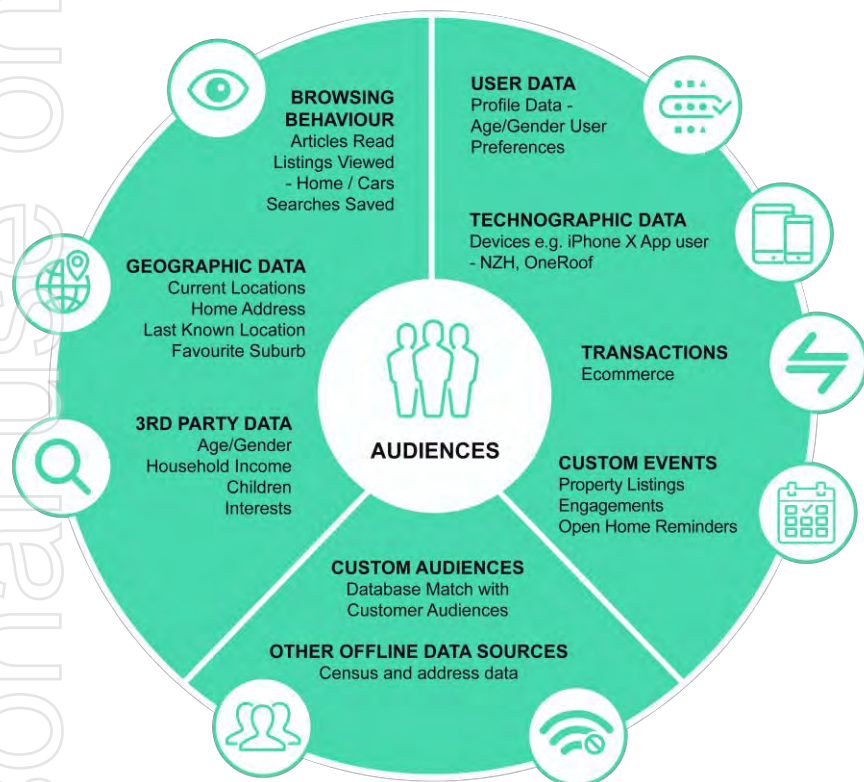


**Best Technology
and Tools**



**Brand-Safe
Monetisation**

Build out customer data to create richer audience insights and sophisticated targeting solutions



2021 Delivery

- Contextual targeting
- Sentiment targeting
- You Tube audience extension
- Pinpoint Location (Landmarks ID)
- Data connectivity to enable reaching known, high value customers (Live Ramp)

2022+ Priorities

- Geo / demographic data segmentation
- Look a Like Modelling
- Intender Retargeting
- AI Driven Creative
- Customer Data Platform

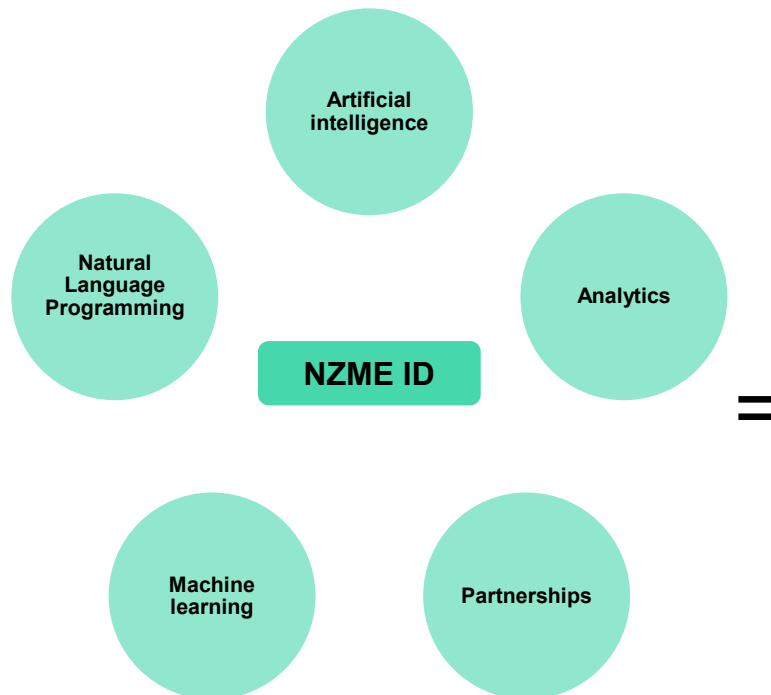
NZME's capabilities deliver effective campaigns at scale

Scale Audiences

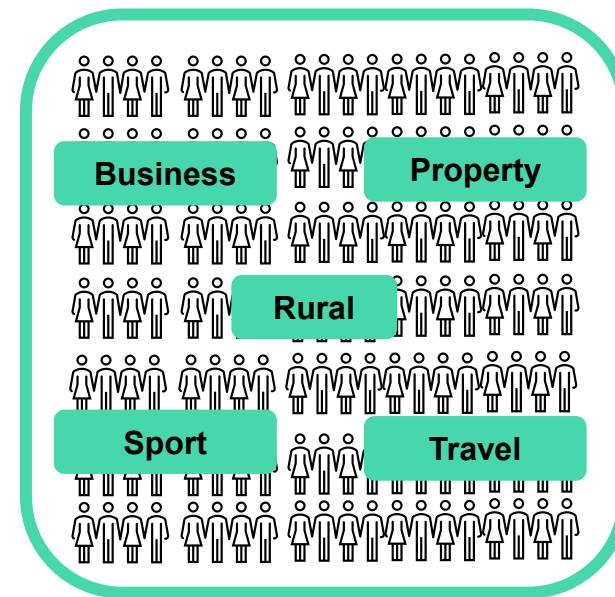


+

1st Party Data Capability



Customer Segments



- Reach 50% of Kiwis
- 2.4M Kiwis each month¹
- Verified and independently measured
- Multi platform, rich environments

- Growth of authenticated daily users
- 1M+ registered known users
- 1,000s of behaviour user data points
- Insight from diversity of data

- 800+ segments
- Advertisers can reach prospects at every stage, age and moment

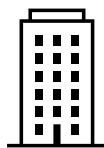
NZME's portfolio of audience data products will provide a premium alternative to global platforms for all size of advertisers



Small Businesses

Simple, effective targeting

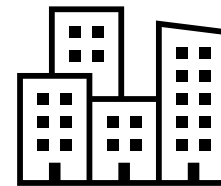
- Simple native performance solutions
- Segment and contextual targeting



Medium Businesses

Custom audience segments

- 1st party data driven personalized buying experiences
- Orchestrated omni channel journeys based on purchase intent signals
- Dynamic e-commerce product ads based on behaviour and propensity



Large Businesses

Sophisticated pinpoint targeting

- Enrich client data to target known prospects or exclude segments e.g. credit challenged
- Pinpoint location insights – frequency, dwell time, campaign footfall correlation
- Affinity targeting – based on engagement with different apps
- Dynamic creative optimisation to enhance campaign relevancy

Self service proposition caters for the growing SME market and accelerated digital adoption

Digital adoption has taken a quantum leap at both the organizational and industry levels

McKinsey & Co

Global SME ad spend growing rapidly, with 37% of small businesses spend less than \$10,000 on advertising

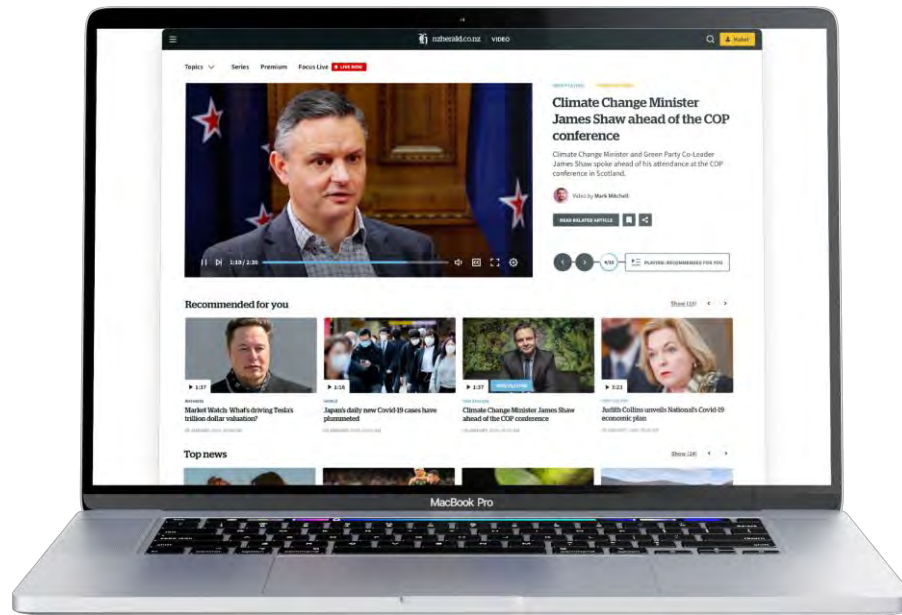
Magna

NZME. | ADHUB

- Self service portal offering convenient 24/7 access to NZME digital products
- Best in class digital client experience – self service campaign booking, performance delivery reporting, billing and rebooking
- Launch with native performance products, scale to other NZME products in the future

Enhanced snackable video experience to take advantage of demand for brand safe video inventory

NZH Video Destination



- Easy content discovery and navigation
- Content recommendations and playlists
- Video sub titles

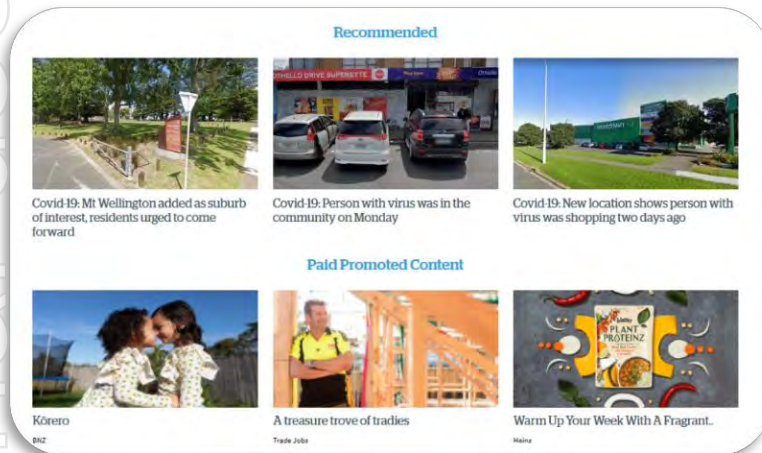
NZH App Video Experience



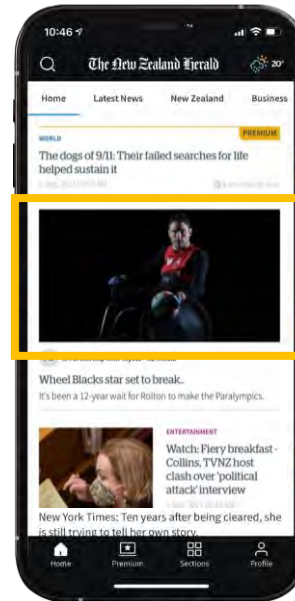
- Optimised app video experience
- Rich ad units to increase engagement
- Enhanced ad experience

Expansion of brand safe ad products across all NZME environments

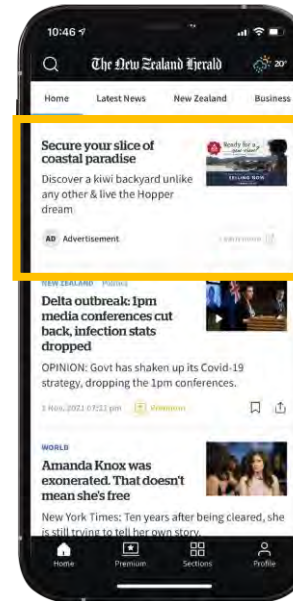
NZH built recommendation engine serving native ads based on browsing behaviour delivering 1B impressions per annum and doubling revenues



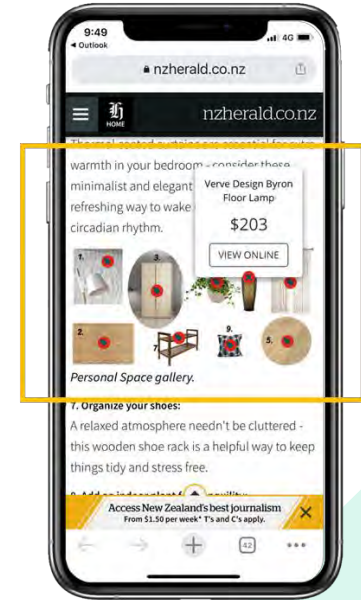
Native video creates a richer experience and engagement



Enhanced native placements have increased click through rate by 18%



Shoppable content and recipes delivering improved user experience and results



The NZ Herald is New Zealand's Herald

There are three pillars to the Publishing Strategy:



AUDIENCE

The #1 News brand for all New Zealanders



SUBSCRIBERS

Subscriber first



ADVERTISING

Be a safe, scalable destination for advertisers



SIMPLIFICATION

Simplify and automate operating model

With the transition to a digital centric hybrid model, our business has got more complex - we will simplify to continue to evolve

Simplification Vision

Review end to end operating model to enable investment that accelerates growth initiatives



Refresh
product vision



Simplify and
standardise
products



Simplify and
streamline
end to end
processes



Redeploy
capacity to
accelerate
growth

Strategic focus on driving conversion and increasing lifetime value is critical to driving revenue mix

Active (76%)

Engaged (18%)

High
Value
(7%)

Goal

- Broadest audience reach and monetisation via advertising
- Build 1st party data and audience engagement via sticky registered experience
- Grow Premium subscriber customer base and CLV

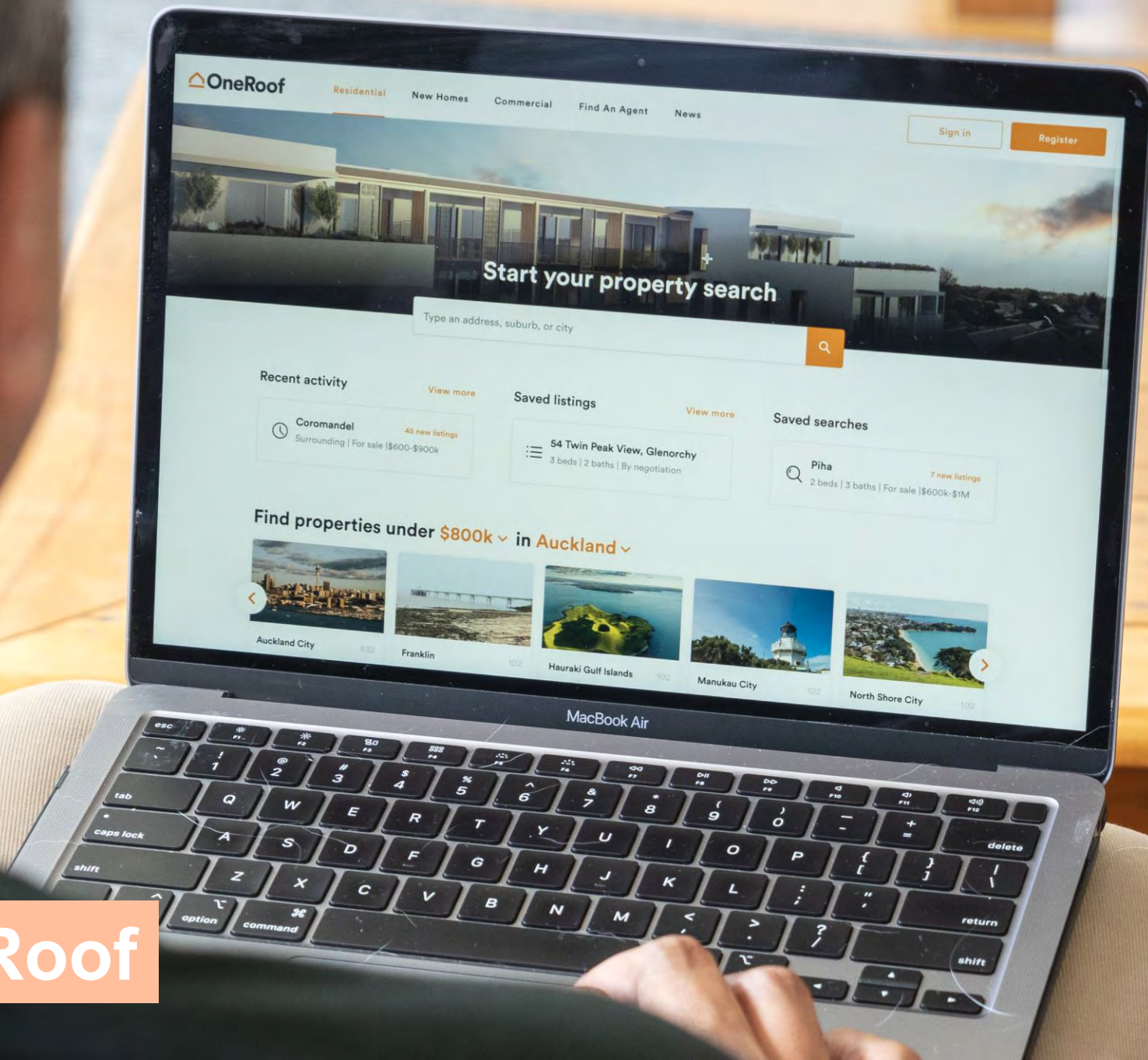
Key Priorities

- Build NZH brand – owned, earned and paid
- High digital quality audience via social, SEO, SEM
- Increase penetration of key segments and regions
- Breaking news, trending stories content offering
- Increase engagement of casual users
- Optimised ad placements to drive monetisation
- Capture newsletter opt ins and deliver personalised content to drive engagement
- Create CVP for registered / logged in experience
- Build 1st party data – enhanced user experience and CPMs
- Audience segmentation and nurturing up engagement levels
- Distinctive end-to-end Premium subscriber CX
- Compelling CVP that delivers value and increased retention
- Premium content offering and new verticals to grow depth and breadth of proposition
- Optimise funnel and audience management to drive subscriber growth
- Drive CLV through driving upsell of verticals

Scorecard

Metric	FY 2020 Achievement	H1 2021	2023 Target
Subscription Volume Target	169,000 subscribers	177,545	More than 210,000 subscribers by 2023 year-end
Subscription Volume Mix	32% / 68%	38% / 62%	Digital Only > Print
% Households Subscribing	9% ¹	9.5% ¹	> 12% by year-end
Advertising Revenue Mix	42% Digital	44%	> 45% Digital
EBITDA² Margin Target (pre NZ IFRS16)	20%	17%	19 - 20%

6. OneRoof



6. OneRoof

Paul Maher

Chief of OneRoof



Scorecard

Metric	FY 2020 Achievement	H1 2021	2023 Target
Residential Listings	89% ¹	89% ¹	100% of listings
Audience	#2, 460k, gap to #1 of 271k ²	#2, 543k, gap to #1 of 281k ²	Reduce gap to #1
Listings Upgrade %	10%	12%	50% of Auckland residential listings 22% of regional residential listings
Revenue	24% / 76%	33% / 67%	Digital > Print
EBITDA ³ Margin Target (pre NZ IFRS16)	9%	2%	15 - 25%



SOURCE: ¹OneRoof's listings as a percentage of residential for-sale real estate listings on trademe.co.nz ^{1*}as of 30 June 2021. ²Nielsen Online Ratings, Dec 2020 - June 2021 (FY 20 has been amended to be the gap as of Dec 2020). ³EBITDA is a non-GAAP measure and is presented as excluding the impact of NZ IFRS 16, however excluding exceptional items (redundancy costs, one-off projects and other exceptional items).

Real Estate is a key market

NZME's largest revenue vertical

In New Zealand there are¹:

701,000
INVESTORS

871,000
FIRST HOME BUYERS

1,183,000
RENOVATORS

138,000
MOVERS

~\$150 million
REAL ESTATE CLASSIFIEDS MARKET SIZE²

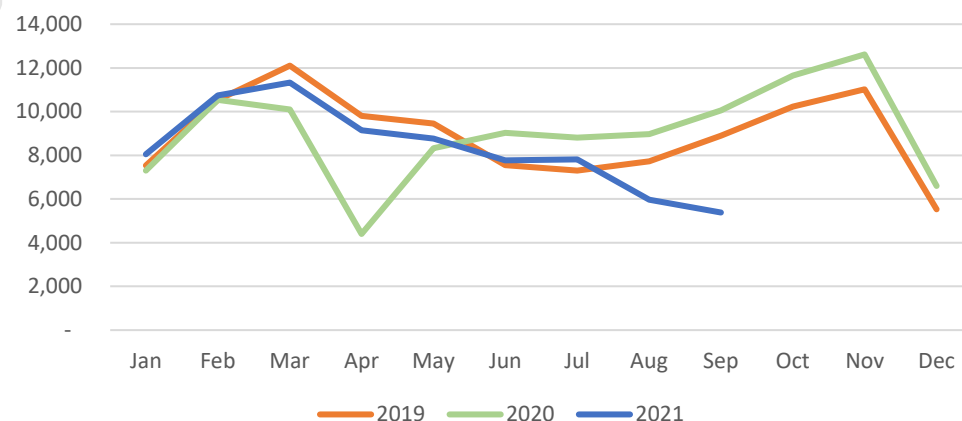
SOURCE: ¹Nielsen CMI Q3 20 - Q2 21 July 21 TV/Online Fused - NZME. Investors - Expect to buy/sell/build property next 12 months. FHB - age 25+ in paid employment and living in shared accommodation (with housemates, as a boarder, or with extended family/parents/siblings) or renting. Renovators - homeowners planning to renovate n12m. Movers (buy n12m) - plan to buy a property live in and are homeowners. ²NZME estimate based on 2019.



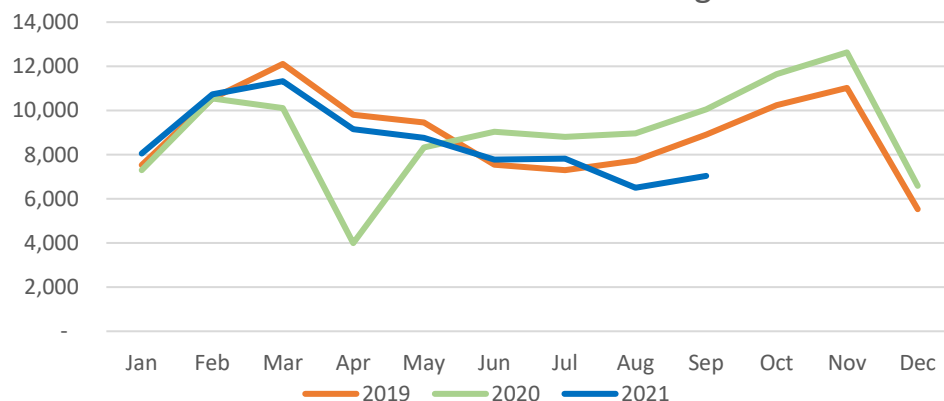
Market significantly impacted by Covid-19

Significant demand, with limited inventory, resulting in lower advertising spend

National Residential Sales Volume¹



National Residential New Listings¹

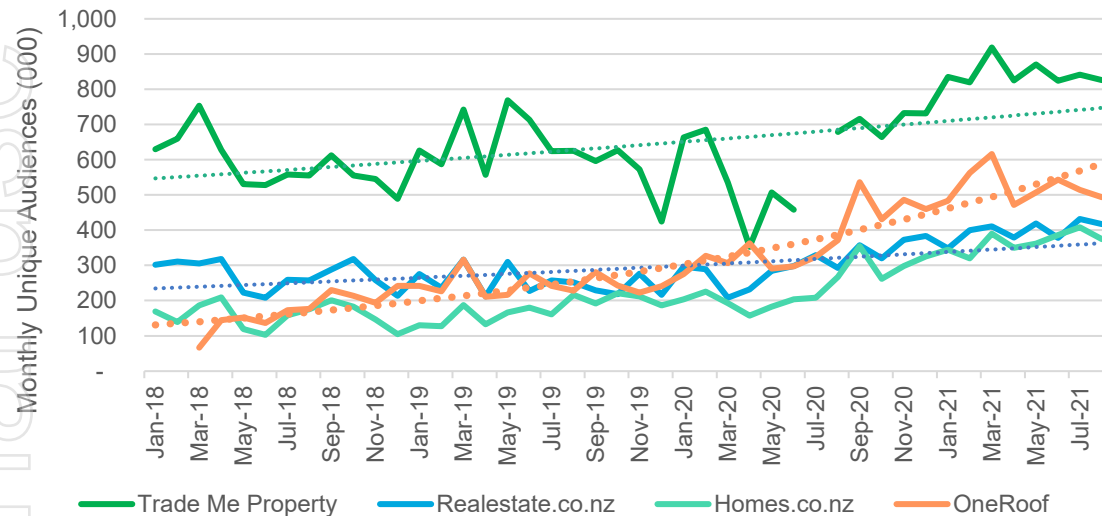


- Significant demand saw national residential sales volume start strongly in 2021 but has been impacted by Covid-19 in August and September
- New listings have tracked behind 2019 and 2020 and are down 11% and 23% in Q3 respectively
- Property prices have continued to increase (up ~25% year on year)
- Average number of days to sell have reduced by 7 days (19%) January to September

OneRoof has continued its strong audience growth

OneRoof continues to grow brand equity and direct audience

Audience Trends OneRoof vs Competitors
(000)¹



Average
YOY
Audience
growth
(Jan-Aug)
+64%

Gap Vs
RE.co.nz
(Average
Jan-Aug)
+32%

NZ Herald
referral
reduced to
**27% from
30% LY**

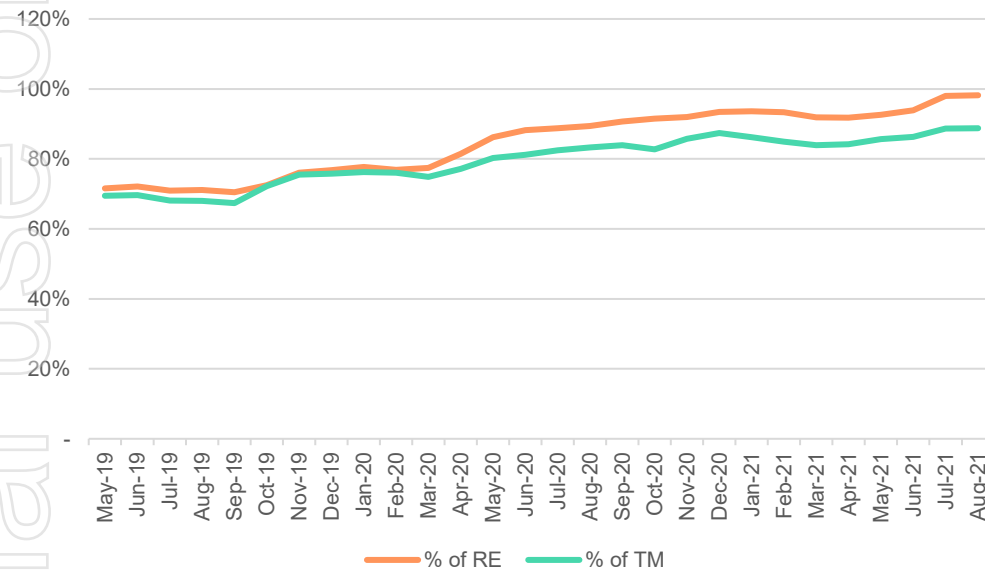
Other Key Metrics:

Registered Users	490K +71% YTD
App Downloads	250K +25%YTD

OneRoof listings penetration continues to increase

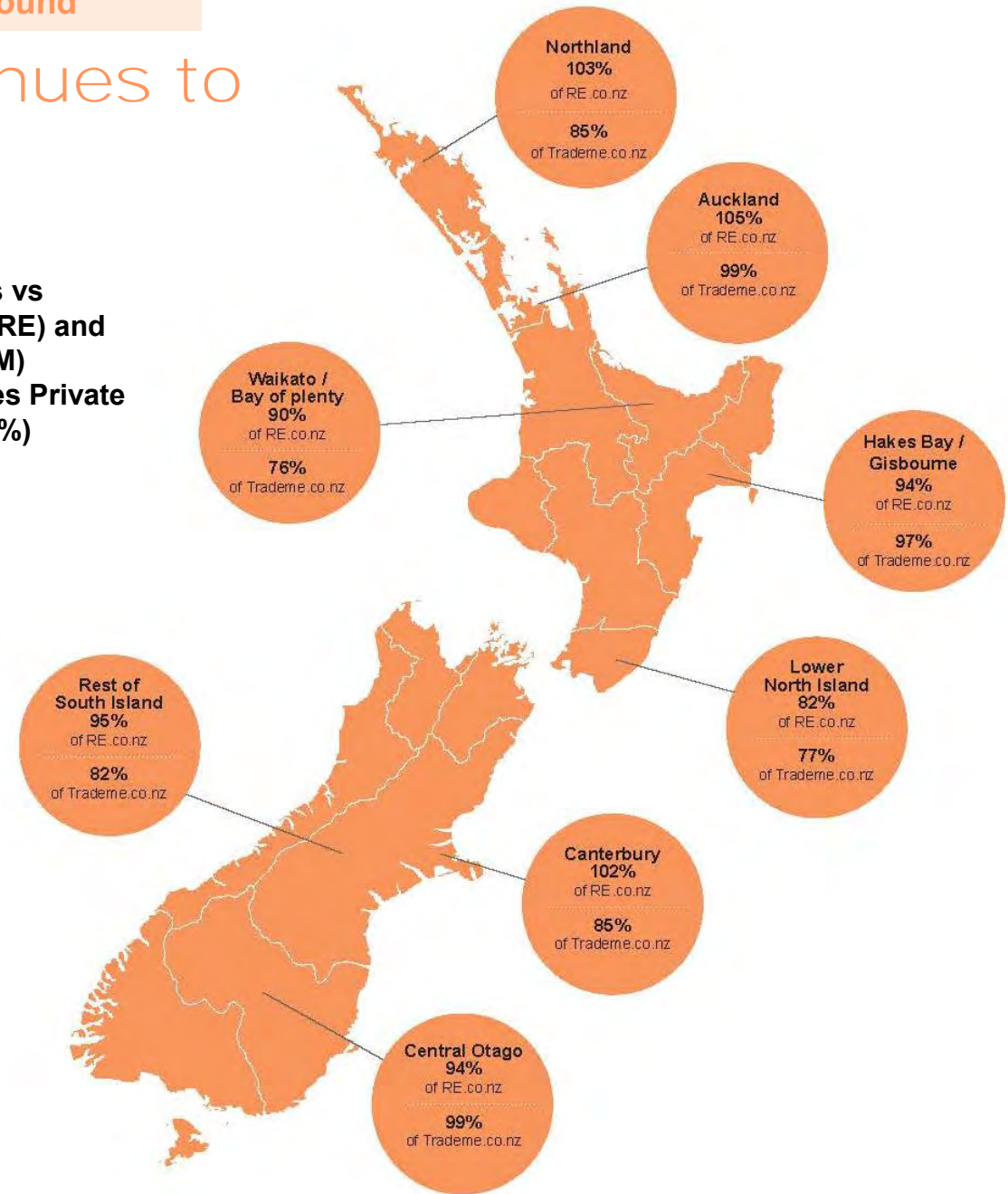
Strong growth nationally

National Listing Penetration Vs RE and TM¹



*Note: TM includes Private listings – assumed to be ~5%
Excluding Private listings we estimate OneRoof to be ~94%*

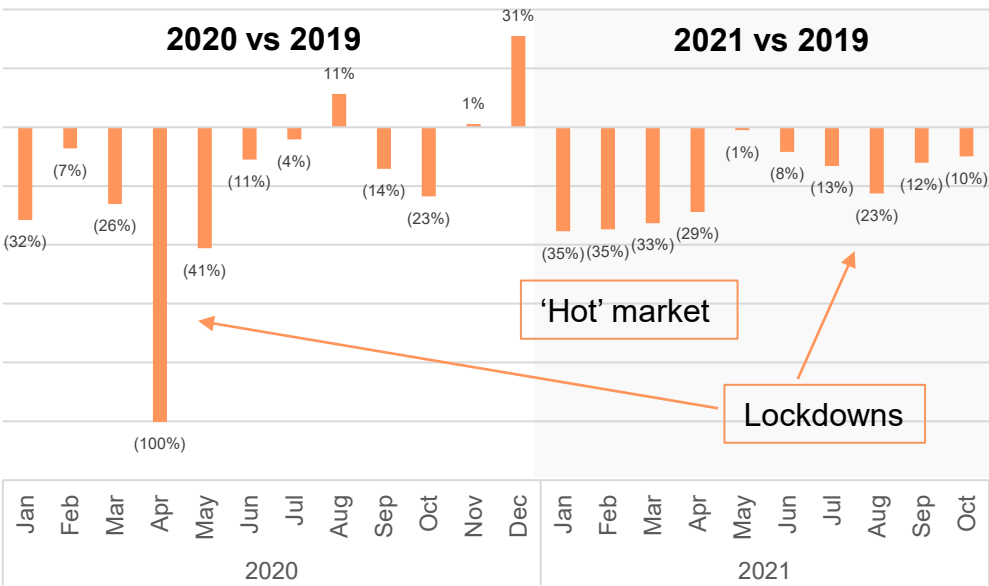
OneRoof Listings vs realestate.co.nz (RE) and trademe.co.nz (TM)
(Note: TM includes Private at an estimated 5%)



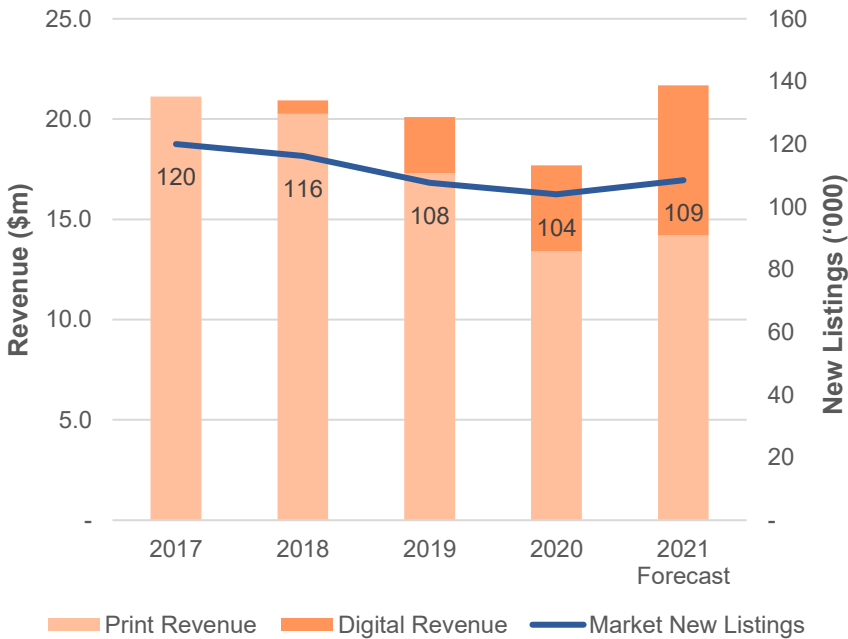
OneRoof revenue grows to pre-17 levels – despite abnormal market impacts

Print revenue significantly impacted by COVID-19. Digital revenue growth is offsetting the reductions in Print revenue

OneRoof Print Monthly Revenue Growth

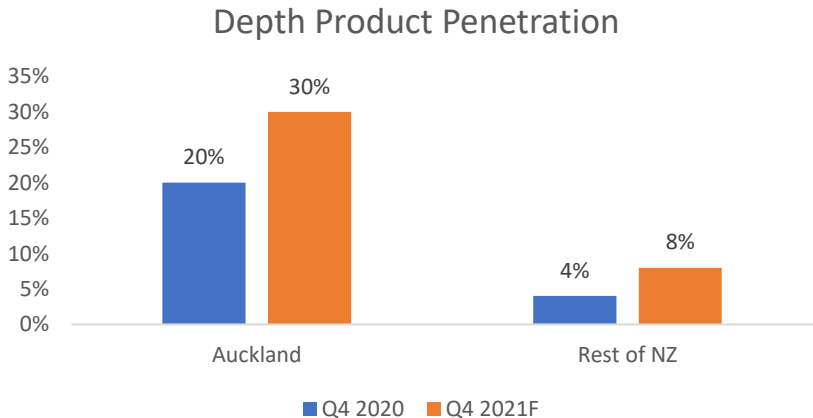
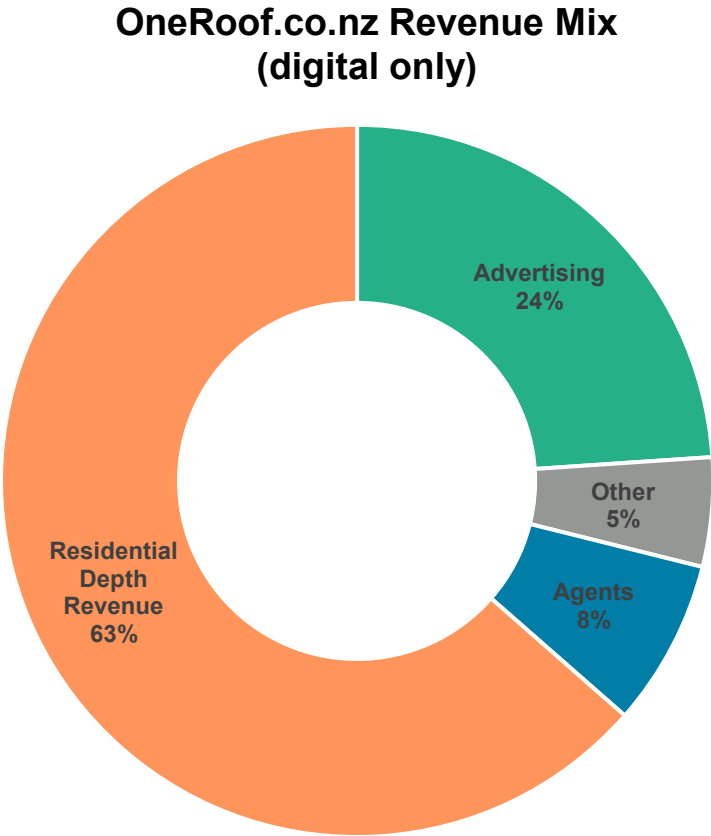


OneRoof Real Estate Revenue Mix and New Listings



OneRoof.co.nz revenue is driven by diversified revenue streams

Strong growth of depth products – acceleration across rest of New Zealand remains an opportunity

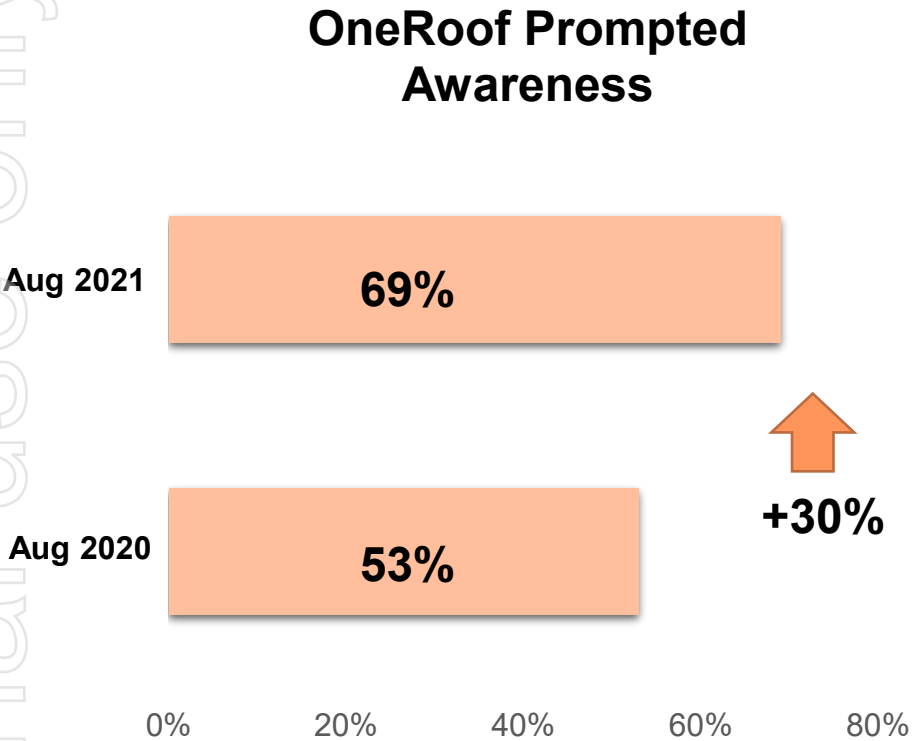


ersonal use only

Brand Equity Growing Significantly¹

Important to continue investing in building position

Personal use only



Year on Year Brand Movements (Aug 21 Vs Aug 20)		
Unprompted Awareness	↑	+55%
Preferred Real Estate Website	↑	+100%

Key Brand Attributes Movements (Aug 21 Vs May 21) ^{1*}		
Has all the listings	↑	+62%
Best place to buy / sell	↑	+84%
Easiest to use	↑	+84%
Most accurate Valuations	#1	+51%

128SOURCE: ¹ConsumerLink Omnijet 11-18 August 2021. ^{1*}Key attribute question not asked in August 2020 survey (comparison is between May 21 and August 21).

ersonal use only



OneRoof – Your Complete
Property Destination



Your complete property destination

There are three pillars to the OneRoof Strategy:



**Strengthen Core
Residential Listings
Business**



**Be indispensable to
Agents**



Expand the Portfolio

Your complete property destination

There are three pillars to the OneRoof Strategy:



**Strengthen Core
Residential Listings
Business**



**Be indispensable to
Agents**



Expand the Portfolio

ersonal use only

Strengthen Core Residential Listings Business



1

Increase brand
salience nationally

2

Leverage OneRoof
strength across the
real estate funnel

3

Accelerate depth
product conversion

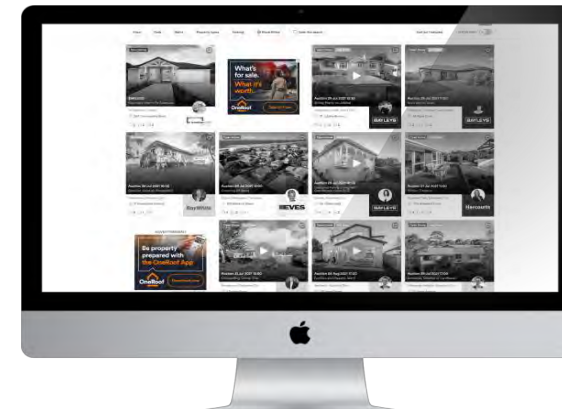
Increase Brand Salience Nationally and in Local Markets

Continue Building the OneRoof Brand

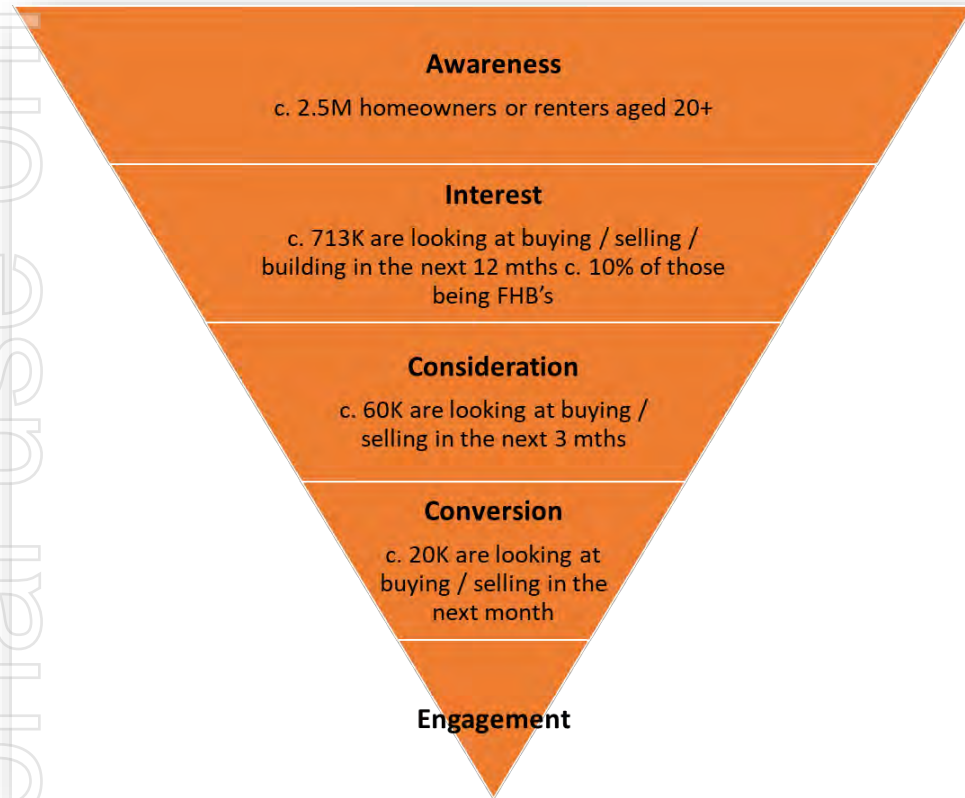
- Targeting both Vendors and Agents
- Grow organic audiences across digital channels

Maintain investment in Brand Advertising

- Leverage NZME local media assets to increase OneRoof relevance nationally
- Regionally targeted communication
- Local personalities as brand advocates
- Sponsorship of local events
- Strengthened marketing capability



OneRoof is the only portal that connects with consumers across the Real estate funnel



Point of **Differentiation**

OneRoof engages through the real estate cycle

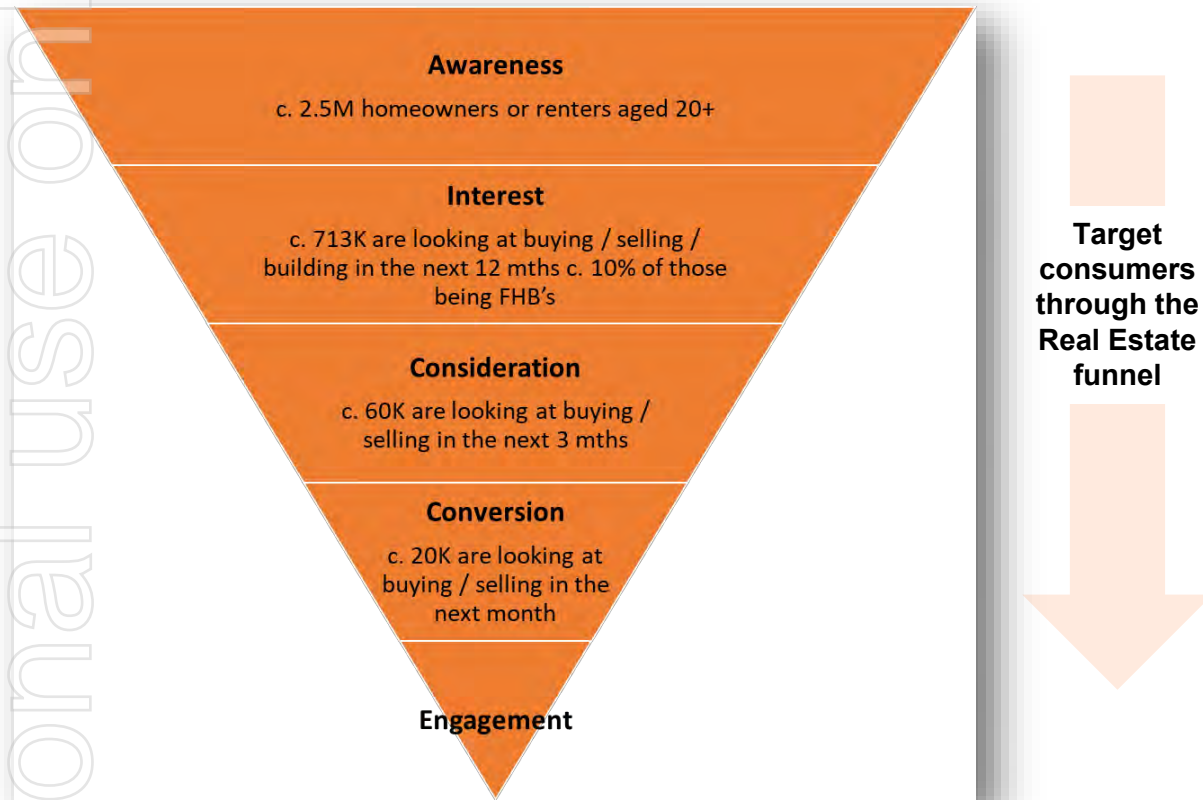
Content a key driver of differentiation for consumers and vendors - allows early engagement

Delivers conversion of passive to active consumers

OneRoof is #1 for valuations¹ – critical when researching

Target, engage and convert consumers through the real estate funnel

Personal use only



Enhance capability to drive **improved organic search**

Leverage data to **increase Personalisation** on site:

- Listing and content served based on segmentation, real and inferred behaviour

Target **content relevant to real estate consumer's journey**

Invest in **best-in-class talent** in data, customer acquisition / conversion and search engine optimisation.

Accelerate depth product conversion

Continue to deliver a suite of products that deliver market leading value to customers:

- Across the real estate funnel (Passive – Active)
- Across our multi-media platforms (Print / On-line / Radio)

Bespoke Bundled Media and Pricing Solutions:

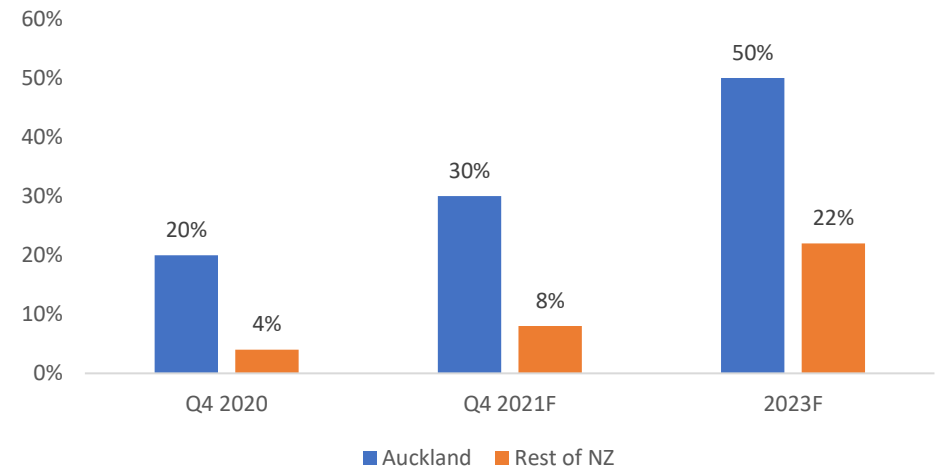
- by customer and region

Launch new depth products (Boost 2.0) ¹

- Leveraging NZME first party data
- Increase reach and deliver more targeted and contextual listing solutions

Increased resources outside of Auckland

Depth Product Penetration Forecast to FY23



Your complete property destination

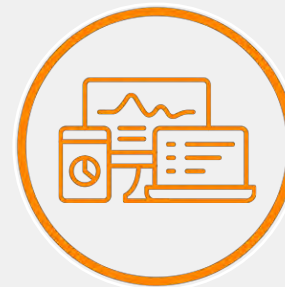
There are three pillars to the OneRoof Strategy:



**Strengthen Core
Residential Listings
Business**



**Be indispensable to
Agents**



Expand the Portfolio

Be indispensable to Agents



1

Deliver data led and audience aligned products to build agents brands and drive appraisals

2

Leverage unique strength of our content and consumer engagement to build agent brand

3

Develop hyper-local agent products

Deliver data led and audience aligned products to build agents brands and drive appraisals

NOW

Agent profile and testimonials delivered to highly targeted prospects based on the fusion of OneRoof / NZME first party data and our proprietary real estate audience segments.

NEXT

Introduce direct real-time consumer feedback and recommendation engine.
Integration into OneRoof marketing automation suite.
Development of attribution modelling

First Party Data



Proprietary Segmentation
12 Unique Audiences



Leverage unique strength of our content and consumer engagement to build agent brands

NOW

- Leverage sponsorship and integration across our platforms to deliver unique branding opportunities.
- Agent interviews as a driver of brand value and listing leads
- Quarterly property report, live panels and native content as a key resource for agents and brands.

NEXT

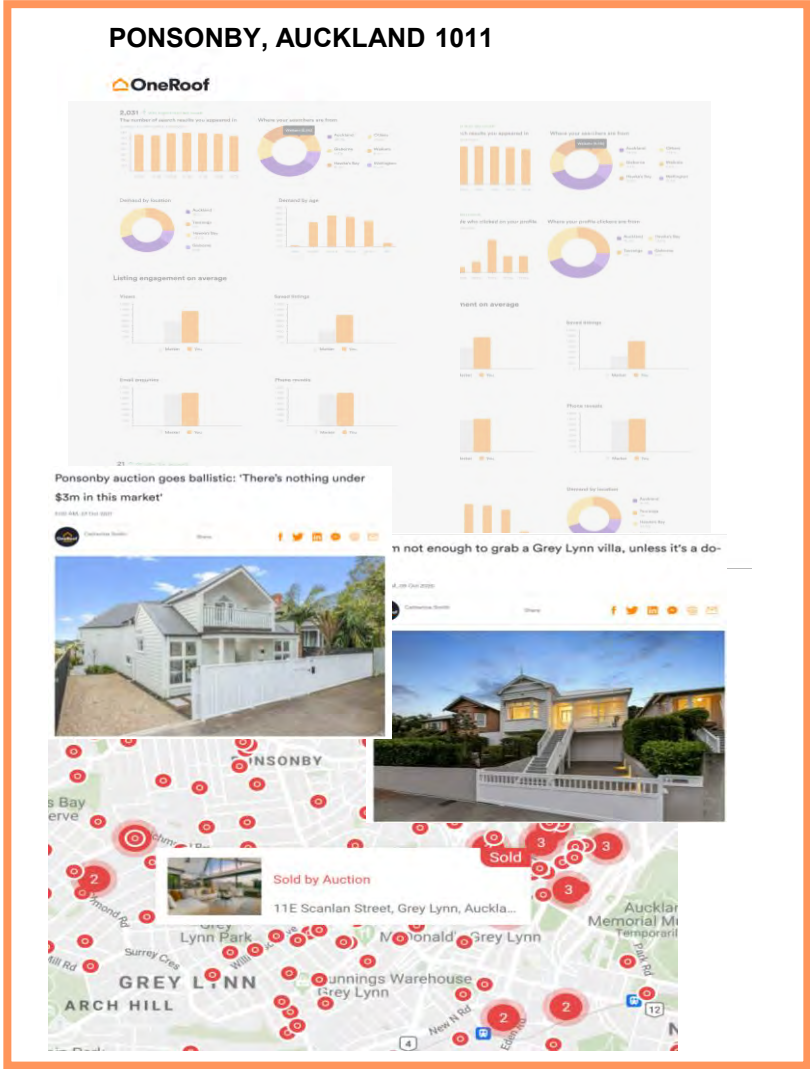
- Deeper content and data opportunities across the real estate journey to align with agent portfolio / geography.
- Regional content strategy (including some third party partnerships) to extend reach and relevance of content.
- Proprietary research on the value of OneRoof media assets on building agent brands.



Develop Hyper-local agent toolkit

Development of a data-hub for automated delivery of localised market facts, analysis and insights

- Region and Suburb level data
- Tailored for agency and / or agent
- Links to OneRoof content library and SEO content hubs as a key differentiator
- Powerful listing tool for agents
- Strengthens OneRoof's agent offering and indispensability



Your complete property destination

There are three pillars to the OneRoof Strategy:



**Strengthen Core
Residential Listings
Business**



**Be indispensable to
Agents**



Expand the Portfolio

Expand the Portfolio

1

Extend Listing Verticals

- Retirement
- New Build
- Rural
- Commercial

2

Create pathway for development of consumer services



Extend Listings Verticals



Retirement

- Limited offerings currently in growing market
- Increasing demand for retirement units (estimate of ~790K over 75 years by 2043¹)
- Opportunity to create category



New Build

- Growing vertical (increasing consents / new builds)
- NZME has customer relationships across OneRoof and Commercial sales
- Opportunity to leverage data and content capabilities



Rural

- OneRoof has compelling rural listings proposition vs competitors
- Opportunity to differentiate through content and leveraging NZME rural media assets
- Data opportunity for both agents and consumers



Commercial

- OneRoof has unique position across print and digital media
- Opportunity to strengthen digital users through stronger customer acquisition and NZH / Masthead referral

Create “Pathway” for future consumer services

Learning from International Portals

- Significant investment in consumer services in Australia and US markets
- Mortgages and Insurance prioritised
- Revenue remains relatively low but high margin opportunity

NOW

Continue to engage market for advertising partners across key sectors

- Low development investment – media play only
- Highest returns in the short term

FUTURE

More to shared ownership / revenue model

- Partnership / JV with consumer product supplier(e.g. Mortgage Broker / Bank)
- Development of OneRoof owned consumer services (white label)



Mortgages



Insurance



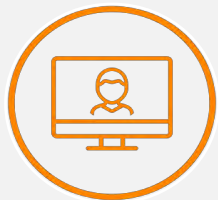
Utilities

Summary of OneRoof Strategy



Strengthen Core Residential Listings Business

- Increase Brand Salience
- Improve Organic Search
- Target Consumers through Purchase cycle
- Increased Personalization
- Targeted Pricing Bundles
- Launch New Depth Products



Be indispensable to Agents

- Data & Ratings Led Appraisal Products
- Brand building content products
- Hyper-local agent toolkit



Expand the Portfolio

- Extend Listing Verticals
 - Retirement
 - New Build
 - Rural
 - Commercial
- Pathway For Consumer Services

Scorecard

Metric	FY 2020 Achievement	H1 2021	2023 Target
Residential Listings	89% ¹	89% ¹	100% of listings
Audience	#2, 460k, gap to #1 of 271k ²	#2, 543k, gap to #1 of 281k ²	Reduce gap to #1
Listings Upgrade %	10%	12%	50% of Auckland residential listings 22% of regional residential listings
Revenue	24% / 76%	33% / 67%	Digital > Print
EBITDA ³ Margin Target (pre NZ IFRS16)	9%	2%	15 - 25%



SOURCE: ¹OneRoof's listings as a percentage of residential for-sale real estate listings on trademe.co.nz ^{1*}as of 30 June 2021. ²Nielsen Online Ratings, Dec 2020 - June 2021 (FY 20 has been amended to be the gap as of Dec 2020). ³EBITDA is a non-GAAP measure and is presented as excluding the impact of NZ IFRS 16, however excluding exceptional items (redundancy costs, one-off projects and other exceptional items).

7. Summary

Michael Boggs
Chief Executive Officer



2023 Strategic Priorities



New Zealand's leading audio company

Create New Zealand's best local audio content

Grow broadcast and digital reach

Grow market revenue share and digital revenue



New Zealand's Herald

The #1 News brand for all New Zealanders

Subscriber first

Be a safe, scalable destination for advertisers



Your complete property destination

Strengthen Core Residential Listings Business

Be indispensable to Agents

Expand the Portfolio

Strong Investment Case to Deliver Shareholder Value

- A market leader in media and entertainment
- A well-advanced digital transformation
- Clear strategic goals with value adding outcomes
- An experienced board and executive team
- Strong cashflows and capital management position

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